

# U.S. COAST GUARD **RESERVIST**

VOLUME 53

ISSUE 2-06

THE OFFICIAL PUBLICATION OF THE COAST GUARD RESERVIST

# **RESCUE<sup>21</sup>**

## **SEARCH AND RESCUE FOR THE NEXT MILLENNIUM**

# LETTER FROM THE EDITOR



## Letters, Misperceptions and a “Very Unique” Tribute

**T**he letters are my favorite section of this magazine. It gives our readers a forum for opinions, ideas, and questions. Letters also help me do my job better when I receive constructive feedback. In late January, I received a good letter and wanted to publish it. The problem was the writer wanted me to publish the letter anonymously, and our letter's policy prohibits anonymous letters. So, if you send in a letter, make sure you identify yourself with your city and state.

Another common misperception in the field is that we actually have a “staff” working on this magazine. We have exactly two people — the editor and the art director. Although we do our best to stay on top of things, it's a challenging job to manage the myriad of information coming in on a daily basis. With that said, we rely on (and do appreciate) readers across the nation sending in unsolicited stories and photos.

Our cover story for this issue is on Rescue 21. A frequent contributor, PA2 Judy Silverstein has written an in-depth and informative article on the scope and impacts this new communications system is already having today and will have in the future.

We received some sad news in January. First, the Coast Guard Reserve lost CWO3 Wycliffe N. “Bubba” Morton Jan. 14. CWO3 Morton was the first African-American signed by the Detroit Tigers in 1955, and played in the major leagues during the 1960s. Carolyn Ingraham, spouse of former Master Chief of the Reserve Force George P. Ingraham, passed away Jan. 22, followed by the passing of long-time friend and shipmate CAPT Frank Buckley Jan. 31.

CAPT Buckley, only 55, had served in the USCG for over 30 years. A Reserve Program Administrator since 1976, he knew the Reserve program inside and out. When CAPT Buckley was Chief, Office of Reserve Affairs from 2001-2003, he was one of the sets of eyes that reviewed the magazine before it went to the printer. During his review, he used to find amazing “nits” in each issue. These “nits” weren't necessarily errors, just things that used to drive him crazy. Some of his editorial pet peeves were writers referring to the Coast Guard Reserve as the “Reserves,” redundant phrases like “past history” or his favorite — “very unique.”

“There's no such thing as something being ‘very unique,’” CAPT Buckley would muse. “It's either unique or not, but not VERY unique.”

In awe of his ability to catch the obscurest inaccuracies, the magazine created a traveling trophy, “The CAPT Francis C. Buckley Very Unique Award.” This “award” was given to the magazine reviewer finding the most “nits” or the obscurest inaccuracy. I think CAPT Buckley always got a kick out of that. The trophy was awarded for the last time to CAPT Buckley at his retirement in 2003.

I miss his quick wit, his sense of humor and his never-ending enthusiasm for the Coast Guard; but mostly, I miss his friendship. He was truly, “very unique!”

— Ed.

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# U.S. COAST GUARD RESERVIST

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**53**  
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## 20 **RESCUE21**

An introduction to the Coast Guard's new communication system that will revolutionize search and rescue.



## 15 Reserve News

2006 Flag Officer assignments, New MCPOCG announced, award winners (ESO, RAFRA, Waesche), and *CGC PIKE* commissioned.



## 26 Coast Guard Flags

Everything you need to know, and more, about the Coast Guard standard.

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### Farewell, Dear Friends...

A look back at the lives, and legacies, of several prominent Coast Guard Reservists.

# LETTERS

## Integration Issue Feedback

Regarding the integration issue, I respectfully commend RADM Sparks, USCGR(Ret.) for his effort and work to save the USCGR when it was under attack in the early 1970s. While the USCGR was saved, in my opinion, it was unfortunately less than *Semper Paratus*.

As CAPT Manfreda, USCGR(Ret.) pointed out in his statements in the "Sound Off on Reserve Integration," when 9/11 happened, why was it required to activate an OCONUS PSU to help secure New York harbor? At COTP New York before integration, there were four Reserve Training Units that had a command structure and the majority of its members were port security qualified.

When we were attacked on 9/11, the USCGR members were integrated with the active side but not capable of being utilized in an efficient way to maximize their training and experience. In contrast, the U.S. Air Force activated its Reserve components and provided the Air Force with mission capability that should be the model for all the other services.

Maybe it might be time for the decision makers to ask the retired members of the USCGR, who do not have to filter their opinions, how we truly can make the USCGR *Semper Paratus*.

— MCPO William J. Guido, USCGR (Ret.)  
Mayfield, N.Y.

Man! When the editor (Issue 8-05) speaks of integration in its infancy in the 1990s, I really begin to think of myself as old. I reenlisted in the Coast Guard Reserve in the early months of 1957, when the "Thursday night drill" was really the rule. The regular Coast Guard had no idea what to do with the "feather merchants" dropped on them.

I remember vividly how angry our commanding officer was when he found out that the non-rated men of our unit were assigned to a cutter for training, and the guys trained with hammers and wire brushes for two weeks.

Then came the 1960s, when the abandonment of the Coast Guard Reserve was recommended, but the program was saved by someone in Headquarters who had the wisdom of copying the augmentation program of the Marine Corps Reserve. This, and other things like the Reserve Summer Training Program at Coast Guard Island (then Government Island), Alameda Calif, headed by CAPT Charles Hanks, saved the day and the Coast Guard Reserve.

My ORTAUG (Organized Training Unit for Augmentation) was in Tacoma, Wash. During one summer, we were conducting two weeks training at the Naval Reserve Center in Tacoma. As part of the training, the Coast Guard Reserve small boat was supposed to be transported from Seattle for our training. The boat never arrived. The reason was someone might fall overboard and our guys didn't have sneakers, and the boat deck might get scratched. So help me — that is what we were told!

It took about 15 years before the regulars began to realize what civilian skills existed within the Reserve, and they were of exceptional value to the entire Coast Guard.



Hey guys! You have the BEST of the BEST now. Congratulations on the integration program.

— CWO4 David L. Wischemann, USCGR (Ret.)  
Sebastopol, Calif.

## Retirement Ceremonies

On several occasions at Reserve Officers Association Coast Guard Chapter meetings, I have visited with individuals who were very bitter that no one had organized a retirement event for them. When I advised them that it was the retiree's responsibility to plan and organize his/her retirement event, they simply did not believe me. They responded claiming they knew of many occasions where "the unit took care of it for someone else." When I explained that in those cases, the retiree asked the people responsible in the unit to do this for them, they rejected my explanation. My point is, there is confusion and a lack of awareness out there. An article on retiree responsibility for retirement events and or ceremonies would be

helpful and might go well with the other topics you are considering.

— CAPT Dennis Dickerson, USCGR (Ret.)  
Alexandria, Va.

**Ed's note:** The Coast Guard Personnel Manual, Chapter 35, Section 12.C.4.b states: "A ceremony designed to express the Coast Guard's appreciation for the many years of faithful, honorable service normally shall precede a member's transfer to the retirement rolls." It's a good idea for the retiree (whether active duty or reserve) to work with their command to ensure that the retirement ceremony is tailored to meet everyone's needs.

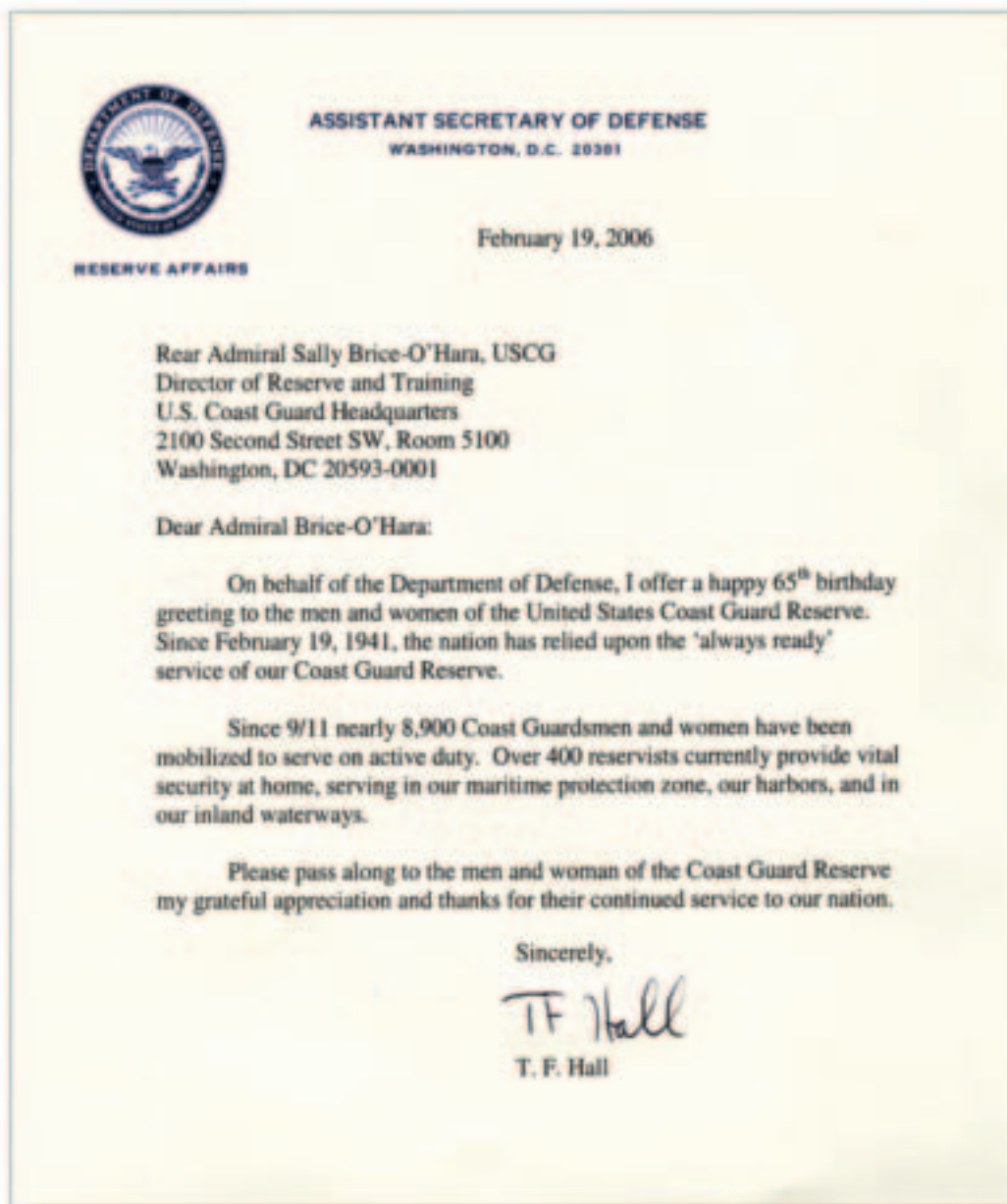
## Impressed With Today's Reserve

I need to tell today's reservists how impressed I am with them. I became a Reserve Program Administrator (RPA) in the early 1970s, and played a small part in the transition of the CGR from a classroom-oriented organization to the dynamic team it is today. The PSUs, for example, were just a glimmer in our eyes "back then" and look what they have accomplished. I know that there are hundreds of other great stories of achievement and each of you can be proud. I am still proud to let people know that a career in the Coast Guard is an honorable calling. Whenever I used to talk to a group of reservists, I told them I loved them because they had the determination to get their butts off the couch and actually do something to make a positive impact on the world. I still love you for that and my hat is off to you all! BZ!

— CAPT David Bernstein, USCGR (Ret.)  
Pine Mountain, Ark.

## Focus on Fitness Considerations

I am responding to a letter in Issue 2-05 of The Reservist regarding "Focus on Fitness." What many service members fail to understand is the fact that we, whether active duty or reserve, are held to higher standards. So when it comes to fitness, we, as military members, must show ourselves with pride and, as much as possible, in a fit body. This is not only for the display of the service member but for the sake of one's health. So, for those that think



*A letter of  
congratulations  
and thanks from  
Thomas F. Hall,  
Assistant Secretary  
of Defense for  
Reserve Affairs.*

they should have orders or pay to stay fit, your pay is your health. As for the possibility of getting hurt because of exercise, don't get hurt. And, if you choose not to stay fit because you might get hurt, then consider getting out, because I don't want to be represented by someone like that. You should want to be fit. Being fit has nothing to do with being a reservist, active duty, or civilian. Everyone should do their best to stay fit.

My main concern with the Coast Guard and its fitness focus is that there are not-so-fit-looking personnel still getting promoted. A second concern is the fact that more and more people are staying fit, yet there are programs within the Coast Guard that have age requirements (eg. all officer programs). I can understand year-in-service restrictions for some programs, like flight, because we don't want to dish out the training for a person who has less than eight years before they reach his/her 20-year mark. However, for other officer programs, we have more and more people that are fit in their late 30s and 40s. In some cases, some of these people are just as or more fit than some of these younger OCS candidates. Also, I'd rather see a mature-seasoned person as my officer-leader than some

average person straight out of college. I think, as long as a person can pass the fitness-test equivalent for his/her age, and have no ailments, then they should be allowed to participate in any officer program. Let's not punish our own service members for aging and staying very fit.

— IT2 Richard Dormido, CAMSPAC  
Station Point Reyes, Calif.

## Happy Birthday, CGR!

I would like to wish all reservists a Happy 65th Birthday. Just like the Coast Guard among the other branches of the Armed Forces, the Coast Guard is least recognized and many times the Coast Guard Reserve doesn't get the recognition within the Coast Guard as it should, especially the men and women over on foreign soil helping to defend and keep us a free nation. "Bravo Zulu" to the port security units.

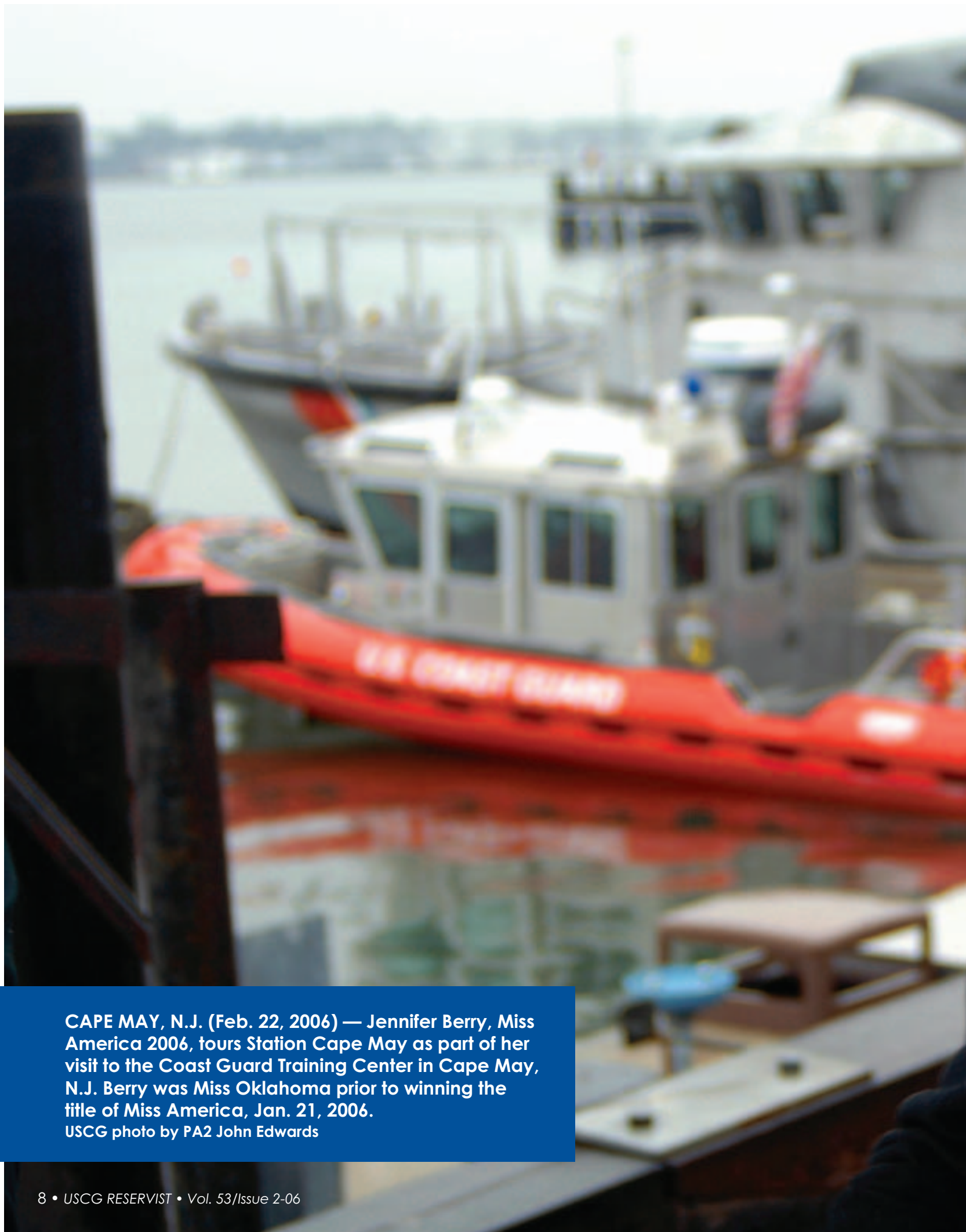
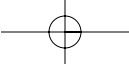
— BMCS Jack Crowley, USCG (Ret.)  
Semmes, Ala.

# U P F R O N T

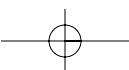




KODIAK, Alaska (Jan. 16, 2006) — Coast Guard Chief Petty Officer Daniel Burke, left, and Petty Officer Bradley Latigue, right, work on top of a buoy near Spruce Cape as the fishing vessel *PROVIDENCE* heads out to sea. Burke and Latigue were aboard the buoy to repair the extinguished light, and are members of the crew of the Coast Guard Cutter *SYCAMORE* home ported in Cordova, Alaska.  
USCG photo by PA1 Paul Roszkowski.



**CAPE MAY, N.J. (Feb. 22, 2006) — Jennifer Berry, Miss America 2006, tours Station Cape May as part of her visit to the Coast Guard Training Center in Cape May, N.J. Berry was Miss Oklahoma prior to winning the title of Miss America, Jan. 21, 2006.**  
USCG photo by PA2 John Edwards



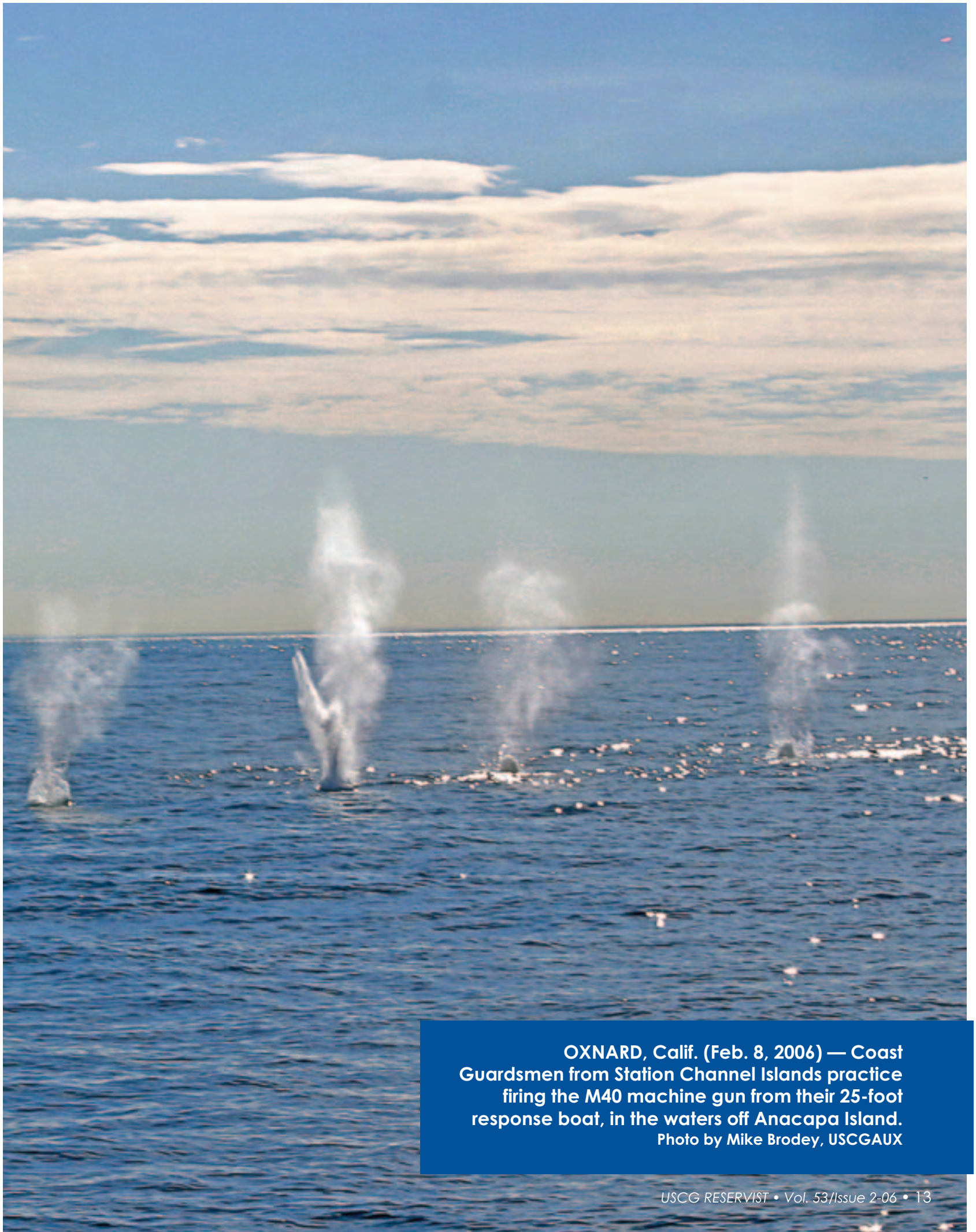




**POINT PLEASANT, N.J. (Jan. 5, 2006) — A Coast Guard multi-mission crew from Station Manasquan Inlet in Point Pleasant, N.J. gets underway for training Jan. 5, 2006. USCG photo by PAC Tom Spurduto**







**OXNARD, Calif. (Feb. 8, 2006) — Coast Guardsmen from Station Channel Islands practice firing the M40 machine gun from their 25-foot response boat, in the waters off Anacapa Island.**  
Photo by Mike Brodey, USCGAUX



By  
**RDML John C. Acton**

**Deputy Commander,  
Mobilization &  
Reserve  
Component Affairs,  
USCG Atlantic Area**

## Katrina, Rita and Military Heroes

I had the honor of serving with many of you in support of Hurricane Katrina along the Gulf Coast of Alabama, Mississippi and Louisiana, and then Hurricane Rita in Texas and Louisiana. Everyone is aware of the widespread devastation suffered by so many along the Gulf Coast. What you may not realize is that several hundred Coast Guard families (active duty, civilian, reserve and auxiliary), were directly impacted by these monster storms, with some losing everything.

The Coast Guard Reserve responded immediately and professionally when recalled to support the hurricane relief efforts. Not only did the Reserve directly support core Coast Guard missions like SAR, aids-to-navigation repairs, and environmental protection, but reservists all along the Gulf Coast backfilled for active duty shipmates, so they could take some time to go home and look after their own families and property.

It's selfless service to others like this that may have qualified you for a special honor within the military services ...burial in Arlington National Cemetery. Regulations at Arlington Cemetery have long permitted those who "have served at least one day of active duty for purposes other than training" to be buried in this most-hallowed ground. The problem for those of us wearing Coast Guard blue prior to 1996, was that all of our active

duty orders were issued on standard form CG-4436, entitled "Active Duty Training Orders," which clearly implied that the duty was solely for training, though the essence of our work and the actual duty performed would have qualified for internment. In other words, it was the semantics of our internally generated orders that separated us from this privilege.

I'm happy to relay to you that, thanks to the personal initiative of RADM Bob Merrilees, USCGR (Ret.), with substantial support and research by the Reserve staff at Headquarters, the Superintendent of Arlington Cemetery, the Army's General Counsel and Coast Guard Headquarters staff, there is work underway to establish a standardized process for qualified Coast Guard Reservists requesting burial at Arlington.

This is a unique and lasting honor that you might want to consider as you progress through your career. Look for details in an upcoming issue.

**Ed's note:** *The Arlington National Cemetery Web site is: [www.arlingtoncemetery.org](http://www.arlingtoncemetery.org). Mrs. Lorraine Dieterle, a USCG SPAR who served during World War II, published a book in 2002, "Arlington National Cemetery: A Nation's Story Carved in Stone." It was reviewed in the January 2002 edition of *The Reservist*.*



# 2006 Flag Officer Assignments

From ALCOAST 032/06, ALCOAST 090/06 & ALCOAST 096/06

Commandant (G-C) ADM Thad W. Allen  
Vice Commandant (G-CV) VADM Vivien S. Crea

## Area Commands

LANTAREA VADM(Sel.) D. Brian Peterman  
Sr. Reserve Officer RDML John C. Acton III  
LANTAREA

PACAREA VADM(Sel.) Charles D. Wurster  
Sr. Reserve Officer RDML(Sel.) Michael R. Seward  
PACAREA

## District Commands

First District RDML Timothy S. Sullivan  
Fifth District RADM Larry L. Hereth  
Seventh District RADM David W. Kunkel  
Eighth District RDML Joel R. Whitehead  
Ninth District RDML John E. Crowley  
Eleventh District RDML Jody A. Breckenridge  
Thirteenth District RDML Richard R. Houck  
Fourteenth District RADM Sally Brice-O'Hara  
Seventeenth District RDML Arthur E. Brooks

## Joint Interagency Task Forces

Director, JIATF South RADM Jeffrey J. Hathaway  
Director, JIATF West RDML Richard R. Kelly

## Maintenance & Logistics Commands

MLC LANT RADM Stephen W. Rochon  
MLC PAC RDML(Sel.) Manson K. Brown

## Headquarters Units

Academy Superintendent RADM James C. Van Sice

## Headquarters Staff

Chief of Staff (G-CCS) VADM(Sel.) Robert J. Papp Jr.  
Assistant Commandant for Human Resources (CG-1) RADM Clifford I. Pearson  
Director of Health & Safety (CG-11) RADM Paul J. Higgins  
Director of Personnel Management (CG-12) To Be Determined  
Director of Reserve & Training (CG-13) To Be Determined  
Deputy Asst. Comdt.  
For Intelligence & Investigations (CG-2D) RDML Fred M. Rosa  
Assistant Commandant for Systems (CG-4) RADM Dale G. Gabel  
Assistant Commandant For C4 & Information Technology (CG-6) RDML Ronald T. Hewitt  
Assistant Commandant For Planning, Resources & Procurement (CG-8) RDML Robert S. Branham  
Assistant Commandant for Acquisition (G-A) RDML John P. Currie  
Program Executive Officer for Deepwater (G-D) RDML Gary T. Blore  
Assistant Commandant for Govt. & Public Affairs (G-I) RDML(Sel.) J. Scott Burhoe  
Chief Counsel/Judge  
Advocate General (G-L) RDML(Sel.) W. D. Baumgartner  
Assistant Commandant for Prevention (G-P) RDML Craig E. Bone  
Director of Inspection & Compliance (G-PC) RDML Brian M. Salerno  
Assistant Commandant for Response (G-R) RDML David P. Pekoske  
Director of Capabilities (G-RC) RDML(Sel.) Robert C. Parker  
Director of Enforcement & Inc. Mgmt. (G-RP) RDML Wayne E. Justice  
Assistant Commandant for Policy & Planning (G-X) RDML Joe L. Nimmich  
Dept. of Homeland Security (DHS) RDML Daniel B. Lloyd  
Deputy J-3, U.S. Northern Command To Be Determined

## Bowen selected to be 10th Master Chief Petty Officer of the Coast Guard

BMCM Charles "Skip" Bowen has been selected to serve as the Coast Guard's 10th Master Chief Petty Officer of the Coast Guard. He will relieve MCPOCG Frank Welch during a change of watch ceremony at TISCOM Alexandria, Va. this summer.

Bowen, the current Officer-in-Charge of Coast Guard Station Marathon, Fla., has served aboard three other stations and five Coast Guard cutters. His other commands include Officer-in-Charge of the CGC POINT TURNER, CGC HAMMERHEAD, Station New Haven, and Station Sand Key. He has also served as the Seventh Coast Guard District and Headquarters' Command Master Chief.

Bowen entered the Coast Guard in 1978, and graduated with distinction from the United States Army Sergeants Major Academy receiving the "William G. Bainbridge Chair of Ethics" Award. He earned a bachelor's degree from Excelsior College and a master's in business administration from Touro University International.

"I am honored to be selected by VADM Allen to serve the Coast Guard family as we move forward during this challenging, yet exciting time in our history," said Bowen.

ALCOAST 091/06 announced the selection.



## PSU 307 Member Named ESO of Year

Story and photo by PA2 Tasha Tully, PADET St. Petersburg

ST. PETERSBURG, Fla. — A Port Security Unit 307 member has been selected to receive the small shore unit collateral duty Education Services Officer (ESO) of the Year Award for 2005.

LTJG Christopher R. Anderson, PSU 307's Engineering Officer, has earned this award due to his outstanding efforts as the unit ESO, particularly during its deployment to Kuwait in 2004 in support of Operation Iraqi Freedom.

Prior to the unit's deployment, Anderson established a mobile library allowing PSU 307's 120 members to study while overseas. "We were the most productive in Kuwait," said Anderson. "I had a captive audience where there was nothing else to do but work or study."

While deployed, the unit advanced 23 members and Anderson administered 114 hand-written tests including more than 45 service wide exams. According to Anderson, this was no easy task.

"There was no intranet and the Internet always dropped," explained

Anderson. "I had to mail exams and materials back and forth, chase down paperwork, and keep up with constantly changing criteria. It was discouraging to have someone take a test and then find out that it was no longer valid."

To remedy some of these issues, Anderson established an ESO bulletin at the unit to help keep members better informed on educational changes and course updates. Anderson also expanded the mobile library to aid members from Patrol Forces Southwest Asia (PATFORSWA), Naval Coastal Warfare, and Harbor Defense Commands. He worked closely with the Army Educational Service Offices to offer access to College Level Examination Program (CLEP), Dantes, Excelsior College, Graduate Management Admission Test (GMAT) and Armed Services Vocational Aptitude Battery (ASVAB) study materials.

Anderson had his work cut out for him in Kuwait. As the unit engineering officer, he was responsible for the operation, care, and maintenance of all machinery, along with several collateral duties. In addition to ESO, Anderson was also the tactical action officer, safety officer, vehicle officer and health promotions officer.

"Being the ESO was the most rewarding of my collateral duties," Anderson said. "It is a duty that allowed me to have contact with everyone, across rates and ranks. It was interesting to get to know people and to help them."

Anderson's many duties don't stop when he leaves work. A father of three — Krystal, 12, Tyler, 7, and Matthew, 2 — Anderson is planning to go back to school in January to get his bachelor's degree in business.

"I'm very proud of Chris, not just for earning this award, but for being an outstanding person," said Anderson's wife, Tammy. "He is constantly trying to better himself and others."

Photo by PA2 Tasha Tully, PADET St. Petersburg

**PSU 307  
Receives  
RAFRA**

*PSU 307 was honored at a Pentagon ceremony Feb. 17 after winning the Reserve Affairs Family Readiness Award for the second year in a row. Presenting the award is the Honorable Thomas F. Hall, Assistant Secretary of Defense for Reserve Affairs, left, while CAPT Jeff Bauer, Commanding Officer of PSU 307, receives the award on behalf of the unit. Looking on is Lisa Meuche, the unit's ombudsman.*



Photo by Rada Williams



Photo by LTJG Greg Reilly, USCGR

## D9, ISC Cleveland Accept Waesche Award

*The Ninth District and ISC Cleveland accepted this year's Waesche Award at the annual Coast Guard reception held at the Rayburn House Office Building in Washington, D.C. Feb. 6. Left to right: CAPT Mark Telich, Senior Reserve Officer, Ninth District; VADM Terry Cross, Vice Commandant; and CAPT Wayne Buchanan, Commanding Officer, ISC Cleveland. The last time D9 won the Waesche Award was in 1963.*

## Outstanding Junior Officers

*District nominees for the 2005 Coast Guard Reserve Outstanding Junior Officer award were honored at the annual Coast Guard reception at the Rayburn House Office Building in Washington, D.C. Feb. 6. Left to right: MCPO Jeff Smith, Master Chief of the Reserve Force; LT Todd Boze, Sector Seattle, D13; ENS Mark Gray, MIFCPAC; LT Richard Brannon, Gulf Strike Team, D8, National Reserve Outstanding Junior Officer recipient; VADM Thad Allen, Coast Guard Chief of Staff; LTJG James Trifiro, Sector Boston, D1; ENS Tara Hunter, Sector New Orleans, D8; and ENS Jeffrey Brodeur, Sector Baltimore, D5. Not pictured: LTJG John Hughes, PSU 308.*



Photo by LTJG Greg Reilly, USCGR



Photo by PA1 Alan Harat, USCGR

## Coast Guard Commissions Cutter PIKE

*Crewmembers of the Coast Guard's new 87-foot cutter PIKE man the rails during commissioning ceremonies on Yerba Buena Island Jan. 23. The patrol boat's sponsor is Congresswoman Nancy Pelosi of California. RADM Kevin Eldridge, D11 Commander, officially commissioned the ship into service. During its initial 4,700-mile journey, which began in September from the Bollinger Shipyard in Lockport, La., PIKE dodged Hurricanes Katrina, Rita, and Wilma, as well as Tropical Storm Gamma.*

## R E M E M B R A N C E S

## USS SERPENS

Photo by Mr. Warren Allen



*Coast Guardsmen solemnly salute during the playing of Taps at the 5th annual wreathlaying at the USS SERPENS monument at Arlington National Cemetery Jan. 29. The monument marks the mass grave of 193 Coast Guardsmen, 56 Army personnel and one Public Health Service member. The event is sponsored each year by the DC Chiefs to commemorate the Coast Guard's largest single disaster during World War II.*

## CGC BLACKTHORN



Photo by PA3 Beth Reynolds, USCGR

*Crew members of the CGC VENTUROUS lay a single rose and salute for each of the 23 Coast Guardsmen lost in the sinking of the CGC BLACKTHORN Jan. 28, 1980. The ceremony is held each year at the Blackthorn Memorial Park at the north end of the Skyway Bridge in St. Petersburg, Fla.*

## G R A D U A T I O N S



Photo by Mr. Scott Prince

## REBI Class 2-06

*Reserve Enlisted Basic Indoctrination Class Romeo 2-06 graduated Nov. 18, 2005 at Training Center Cape May, N.J. and is shown here aboard Station Cape May's 47-foot MLB. Front row, left to right: SN Joseph Wiley, SN Kazumi Sommers, MST2 Mary Forster, MST3 Marisa Muzic, SN William Beavers, SK3 Aloysius Juwana, SN Eric Back, MK2 Todd Sawyer, FS3 Luke D'Lima, BM2 Scott Couture, PS2*

*Eric Hothan, DC3 Franklin Johnson, PS3 Stephen Valentine, IT1 John Jenkins. Back row, l to r: SN Jerome Shipley, PS3 Michael Hard, DC3 Noel Drier, BM2 Robert Kowza, SK3 Philip Tomlin, SN Aldo Radovic, SN John Bernhard, SN Maurice Forshee, PS2 Richard Munger. Company commanders, wearing "Smokey Bear" hats, l to r: YN2 Jamie Cooper, SK1 Richard Goodman, and MKCS Wayne Self.*



**JACKSONVILLE, Fla. (Feb 17, 2006) – A boat crew on a 47-foot motor life boat from Coast Guard Station Port Canaveral, Fla., conduct hoist basket training about a mile off Cocoa Beach, Fla., with a helicopter from Coast Guard Air Station Clearwater, Fla.**  
USCG photo by PA1 Donnie Brzuska





# **RESCUE 21**

**SEARCH AND RESCUE FOR  
THE NEXT MILLENNIUM**

**STORY BY  
PA2 JUDY SILVERSTEIN, RESCUE 21**

**T**o some, Rescue 21 may merely be the United States Coast Guard's latest innovative technology. But for three fishermen from Maryland, it's a critical advancement they credit with saving their lives. In mid-November, an unexpected brush with danger scuttled their 19-foot pleasure boat, dumping them into the chilly waters off Ocean City Inlet, Md.

A glance at the Rescue 21 screen gave three lines of bearing to the watchstander on the afternoon of Nov. 13.

"That's exactly what it's supposed to do," said CAPT Dan Abel, Project Manager. "Rescue 21 combines the Coast Guard's long history of diligently standing the watch with the best leading edge technology industry can provide. The technology radically transforms our command, control and communications capabilities. What makes this technology both compelling and critically important is that even with a short radio transmission, we gain decision-quality position information on a target of interest, be it a distressed boater, a hoax caller, or homeland security concern."

Echoing his sentiments was OS2 Jeremy Moore, a watchstander at Sector Field Office Eastern Shore.

"If it weren't for Rescue 21, this case could have taken much longer and could have had a terrible outcome," he said.

At the time of the rescue, conditions were cold — the air temperature was 59 degrees, winds were south-southwest at 17.5 knots and seas were at four feet — a true test of the technology.

"The direction-finding equipment was accurate and we got them out of the water quickly," said Moore. "This is good stuff!"

For George Strawn, 74, it was simply a matter of survival. As he clung to his capsized vessel and the hand of his longtime fishing buddy, Strawn knew he was getting too cold too quickly. Then he saw the familiar Coast Guard boat. The lines of bearing on the Rescue 21 screen led the boat crew within three nautical miles of Strawn and his friends.

"That equipment saved my life," said Strawn.

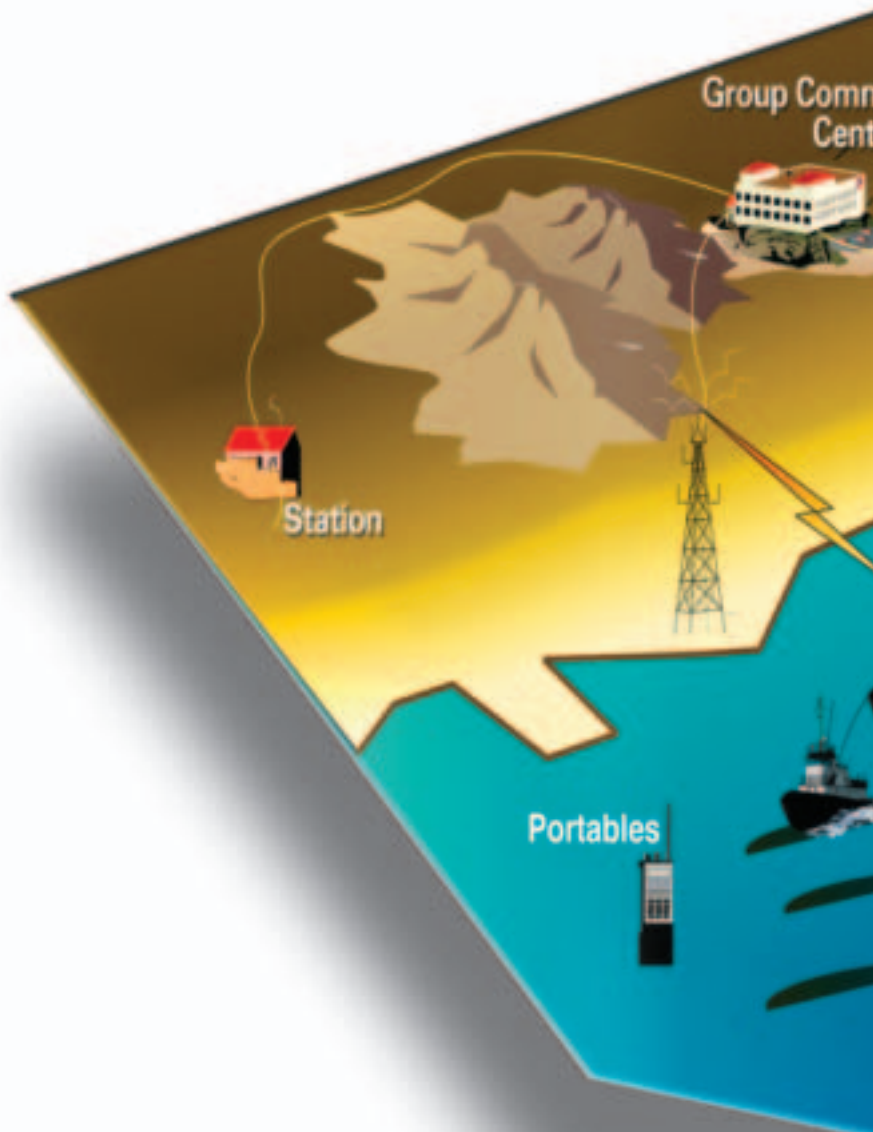
For the millions of boaters who use the 95,000 miles of U.S. coastline, Rescue 21 has other attributes that transform maritime communications capabilities. The technology provides a more capable system that will continuously monitor distress calls on both Channel 16, and the new Digital Selective Calling (DSC) Channel 70.

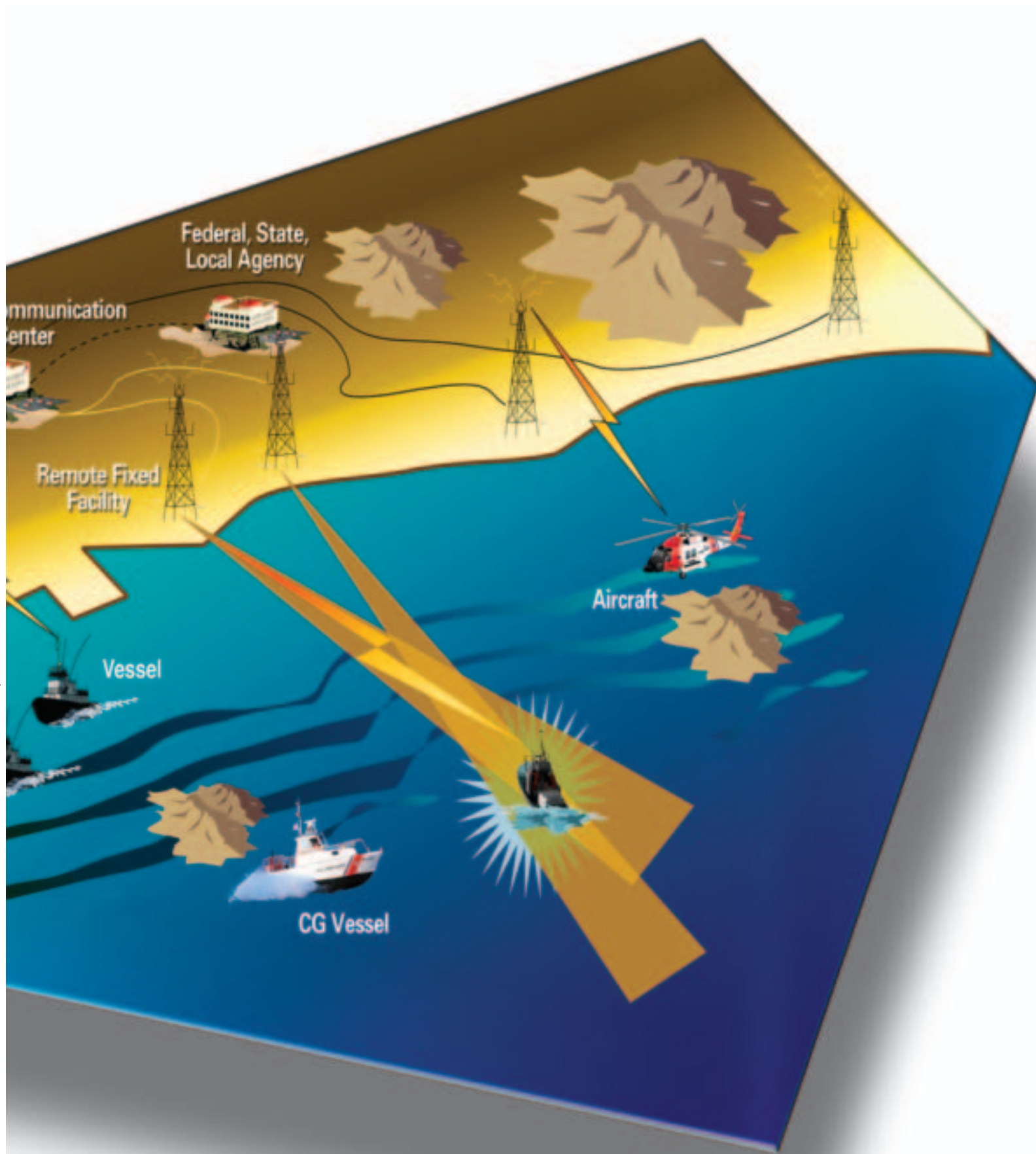
"At stake is the future of Coast Guard technology, maritime domain awareness and protection of Americans in the coastal zone, rivers, and Great Lakes," said Abel.

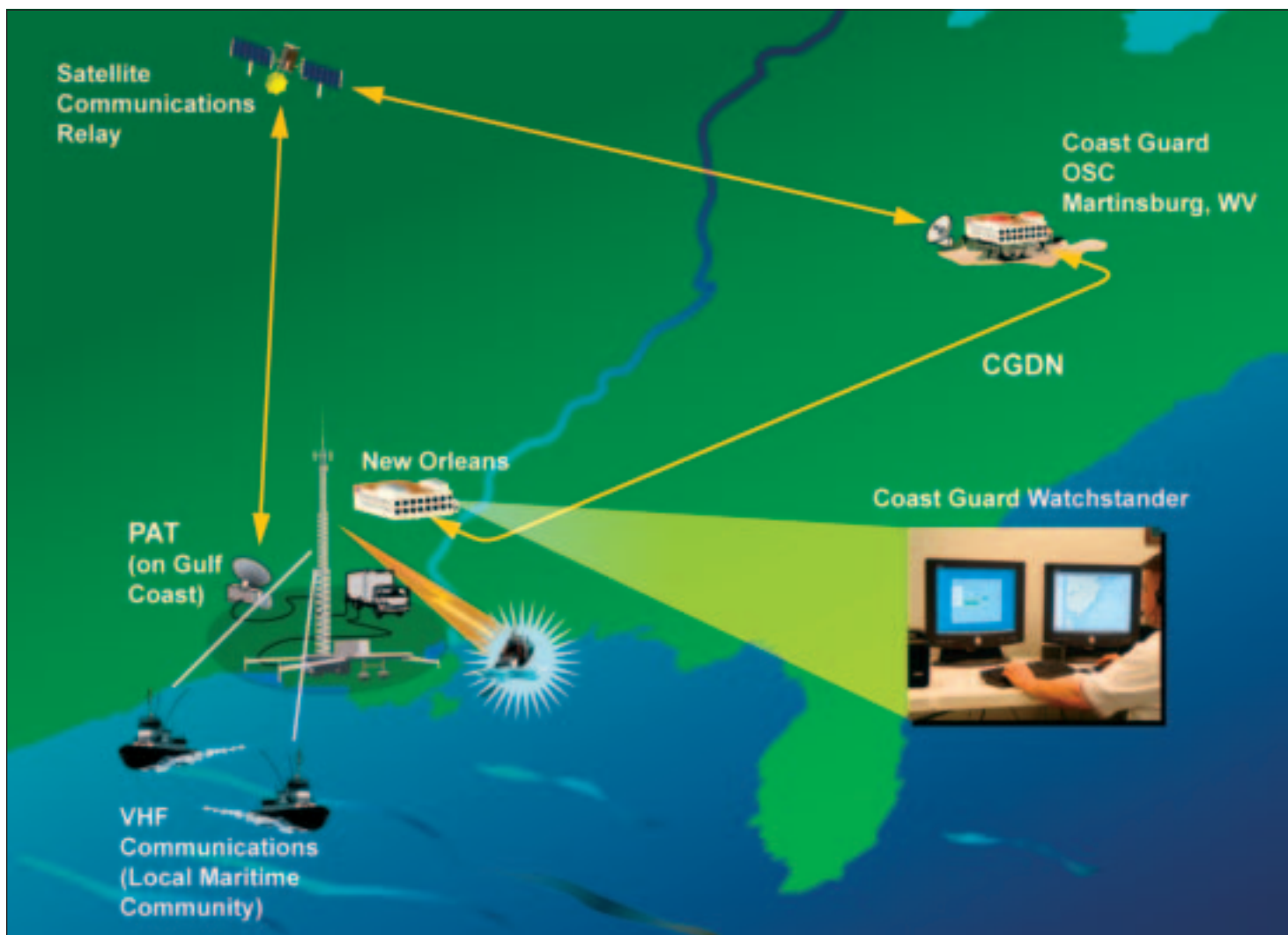
## Critical Functions

The system disseminates marine safety information and helps watchstanders perform these critical functions:

- Locates VHF-FM distress calls within two degrees of bearing, dramatically reducing search areas and response times. This feature further allows the Coast Guard to identify hoax calls emanating from inland locations.
- Multi-channel capability ensures calls get through. This also reduces the chance a call is missed when boaters use distress channels for non-emergencies, or false distress calls are made.
- Deciphers poorly understood radio transmissions using digital voice recorders for enhanced playback capabilities.







- Improved interoperability and communications with other agencies and first responders. Maritime response to emergencies often includes multi-agency response needing premier coordination capabilities. Rescue 21 improves response and coordination.
- Common Operational Picture (COP): The system provides key caller location information to the COP where it can be quickly disseminated to district officers, other sector command centers, and cutters.
- Closes existing coverage gaps providing 98 percent coverage up to 20 miles offshore.
- Taps into the Digital Selective Calling (DSC) feature available on newer VHF radios. When hooked up to GPS, DSC transmits vessel information such as name, registration information and description, and geographic position at the push of a button. These features translate into safer and more efficient operations for our crew members, for boaters, and for our maritime borders.

### Digital Selective Calling

So what is Digital Selective Calling (DSC)? In case of an emergency, radios equipped with DSC can send a digitized alert in a burst that displays an array of information on a screen. To use this feature, one must first obtain a Maritime Mobile Service

Identity (MMSI) number, a unique nine-digit number for the DSC radio. Registering this number ensures identifying information about the vessel, the owner, and alternate shore contacts will be included in a search and rescue database. When watchstanders receive distress calls, this information will be displayed.

However, DSC radios can also be hooked up to Global Positioning Systems that make pressing the DSC radio a critical lifesaving component for mariners. If hooked up to GPS equipment, it will provide position information as well. To register for a free MMSI number, call 1-800-563-1536, or log on to: <http://www.boatus.com/mmsi/>

### Crisis and Contingency Plans

Critical missions ranging from search and rescue to maritime border security require improved command and control capabilities even if older VHF radios are used. Rescue 21 offers capabilities that enhance mission performance even under emergency situations.

Built into the specifications for the project are communication recoverability and emergency systems. These contingency plans were scheduled to be field tested in September 2005 in Port Sulphur, La. Unfortunately, Hurricane Katrina wiped out most of the available communications infrastructure. Undeterred, Rescue 21 teams worked alongside engineers from the prime contractor, General Dynamics C4 Systems, to hammer out a plan that included use of portable antenna towers to restore maritime communications in the

devastated region. Within days of deployment, the Coast Guard received a "Mayday" call after the Motor Vessel Douglas struck an object in the southern Mississippi River.

Clear communication transmissions allowed the Coast Guard to respond to that emergency and subsequent cases. In spite of adverse conditions, technicians and engineers deployed a system designed to be an independent, stand-alone module that does not rely upon any infrastructure such as Internet, electricity or communications. The temporary disaster communications system is self-sufficient with its own generator and satellite connectivity to the Coast Guard's Operations Systems Center, in Martinsburg, W.Va.

As other calls were received during subsequent months, project team leaders saw the effectiveness of contingency planning. Ordinarily, the Disaster Recovery System would not be deployed until the full Rescue 21 communications system is functional, but contingency planning efforts allowed the Coast Guard to deploy the system early and ensure communications for mariners in the storm-ravaged area. Although the 17-ton portable temporary maritime communications system is slated for removal in mid-March, all agree it has been a resounding success.

"The Disaster Recovery System's successful deployment leveraged the best of Coast Guard ingenuity," said Abel. "The spirit of innovation serves a team grappling with complex technology well."

## **Innovation... A Recurrent Theme**

Throughout the project, subject matter experts in logistics, biology, real property, contracting, noise thresholds, civil engineering and networking provide innovative approaches to myriad complex issues. "From site surveys of wildlife and flora to field testing that ensures coverage gaps are reduced, the Rescue 21 team has created a knowledge base that taps into the ingenuity and creativity of its members," said Abel.

Implementation is usually parceled into three stages. In the first stage, Regional Design and Development includes surveys that determine locations for remote fixed facilities. Each facility must provide at least 98 percent area coverage. Plans for implementation are also developed during this phase. Regional meetings are coordinated to review the plans and seek comments from the public. The next stage, Infrastructure Preparation, allows the team to seek modification to existing structures or commence new construction. Network links are installed. Command Centers and stations are prepared to receive Rescue 21 equipment. The team also completes environmental and real

estate assessment work during this stage. During the final stage, Installation and Cutover, the team works with General Dynamics C4 Systems to install communications equipment, conduct over-the-shoulder operator training, thoroughly test the system, and perform the critical cutover from the legacy system. Unused legacy equipment is removed and delivered to the property custodian. Generally, system deployment within a region takes 18-24 months with no disruption to legacy system operations.

## **The Future Looks Bright**

Much of this behind-the-scenes work goes unnoticed by the average Coastie. However, during fiscal years 2005 and 2006, the Rescue 21 project achieved significant milestones that included:

- Dedication of the Rescue 21 Project Resident Office in Scottsdale, Ariz. Commissioning of a Project Resident Office (PRO) is a significant point in a project's lifecycle, indicative of collaborative partnerships achieved to steer a vital military project toward its conclusion.

- Acceptance ceremony and dedication of the Rescue 21 system in Atlantic City, N.J. and Ocean City, Md. This indicated Initial Operating Capability regions were complete.

- Successful six-month deployment of the Disaster Recovery System in the wake of Hurricane Katrina in Louisiana.

- As a project progresses, it moves from initial, to low-rate, to full-rate production. Low-rate production areas include: Mobile, Ala., St. Petersburg, Fla., Port Angeles and Seattle, Wash. The first rescue was in Ocean City Inlet, Md. Commencement of work in full-rate production areas include: Astoria/North Bend/Portland, Ore., New Orleans, La., Galveston/Corpus Christi, Texas, Moriches/Long Island Sound, N.Y., Philadelphia,

Pa., Baltimore, Md., and Hampton Roads, Va.

All this activity translates into technological upgrades for Coast Guard crews that ensure the safety of the American public.

"The future looks bright for Rescue 21," said Abel. "Every Coast Guard operator needs this tool now to work effectively in the coastal zone. The American public likewise deserves the distress response and maritime border protection delivered by Rescue 21. I am confident demonstrated performance will bolster congressional funding levels to meet our deployment needs."

Rescue 21 is scheduled to be fully rolled out by 2011 along the coastline, navigable rivers, and lakes in the continental United States as well as in Alaska, Hawaii, Guam and Puerto Rico.



***A side aspect of the Rescue 21 RFF tower  
(used on the cover) in Cape May, N.J.***

Photo by Han Leung

# The Coast Guard Standard



***Ed's note: Space permitting, The Reservist will be publishing short articles on our various Coast Guard flags during 2006. We begin with our Coast Guard standard. Source of this information is The Coast Guardsman's Manual, Ninth Edition, Page 78.***

**T**he origins of the Coast Guard standard are very obscure. It may have evolved from an early jack. At least one contemporary painting supports this theory. In an 1840 painting, the Revenue cutter ALEXANDER HAMILTON flies a flag very similar to today's Coast Guard standard as a jack. This flag, like the union jack, which is the upper corner of the United States flag, appears to be the canton or upper corner of the Revenue cutter ensign.

An illustration in 1917 shows the Coast Guard standard as a white flag with a blue eagle and 13 stars in a semi-circle surrounding it. At a later date, the words, "United States Coast Guard — Semper Paratus" were added.

After 1950, the semicircle of stars was changed to the circle containing 13 stars.

The Coast Guard standard is used during parades and ceremonies and is adorned by our battle streamers. The Coast Guard is unique among the services as it has two official flags — the Coast Guard standard and the Coast Guard ensign.

## COAST GUARD MUTUAL ASSISTANCE

**CGMA Fundraising Campaign Set for April****By Mr. Ron Wolf, CGMA**

**T**he annual Coast Guard Mutual Assistance (CGMA) fundraising campaign will once again take place during the month of April. This year's campaign theme is "...Because You Care!"

Established in 1924, CGMA is a non-profit charitable organization, providing essential financial aid to Coast Guard individuals and families, primarily through interest-free loans, grants, and financial counseling. CGMA distributed over \$7 million in assistance in over 7,600 cases in 2005. Reserve members received \$288,000 in financial assistance.

CGMA and the Coast Guard were put to the test last fall when hurricanes struck the Gulf Coast and Florida. Coast Guard men and women came out in force, rescuing or evacuating over 33,000 hurricane victims. Unfortunately, many of the responders suffered significant personal losses as well. CGMA was there to provide over \$1.8 million in emergency assistance to those affected, while continuing to meet the needs that arise daily throughout the Coast Guard community.

The Coast Guard family also rose to the challenge with an unprecedented outpouring of concern and

personal financial support for the hurricane victims. That generosity was vital and deeply appreciated. In addition, it is caring people who consistently contribute to CGMA from year to year that keeps CGMA strong in the long term, and ensures it can continue its vital role in helping Coast Guard people in times of need.

Letters are being sent again this year to each member of the Selected Reserve, along with a convenient contribution form and postage-paid return envelope. Those who desire may use the contribution form provided below. Please make checks payable to CGMA and mail contributions to Coast Guard Mutual Assistance, 4200 Wilson Blvd., Suite 610, Arlington, VA 22203. Contributions to CGMA are tax deductible. Contributions, including memorial contributions, are welcome at any time throughout the year, as are bequests or other special contributions from individuals or estates.

For more information, see your CGMA key worker or local representative, call CGMA Headquarters at 800-881-2462 or 202-493-6621, or visit their Web site: [www.cgmahq.org](http://www.cgmahq.org).



**...BECAUSE  
You  
CARE!**

**CGMA CONTRIBUTION FORM****YES!**

I'D LIKE TO CONTRIBUTE TO  
COAST GUARD MUTUAL ASSISTANCE.

TO DONATE ON-LINE GO TO: [WWW.CGMAHQ.ORG](http://WWW.CGMAHQ.ORG)

MY CHECK FOR \$\_\_\_\_\_ IS ENCLOSED.  
(MAKE CHECK PAYABLE TO CGMA)

I PREFER TO CONTRIBUTE BY CREDIT CARD

(PLEASE PRINT)

NAME \_\_\_\_\_

STREET \_\_\_\_\_ APT # \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

(PLEASE SELECT ONE)



ACCT NUMBER: \_\_\_\_\_ EXP DATE: \_\_\_\_\_

AMOUNT: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

PLEASE MAIL YOUR CONTRIBUTION TO THE FOLLOWING ADDRESS:

COAST GUARD MUTUAL ASSISTANCE  
4200 WILSON BLVD,  
SUITE 610  
ARLINGTON, VA 22203

## A FINAL FAREWELL

# In Memoriam:

## CAPT FRANCIS C. BUCKLEY

### Dec. 29, 1950 – Jan. 31, 2006

**C**APT Francis C. Buckley, a long-time Reserve Program Administrator who served more than 30 years in the Coast Guard, passed away Jan. 31. The 55-year-old Buckley was on a business trip to Myrtle Beach, S.C. when he died of a heart attack.

"CAPT Buckley was an outstanding Coast Guard officer, a superb Reserve Program Administrator, and a good friend," said CAPT Dale Rausch, Chief, Office of Reserve Affairs. "He will be missed by all of us at Reserve Affairs."

Born in Cambridge, Mass., Buckley grew up in Newton Highlands, Mass., Falls Church, Va., and Needham, Mass., before enrolling at Boston

College. In the fall semester of his sophomore year, two events took place that would dictate his life's future path: first, the draft lottery gave him the winning number of 16, and second, he met his wife, Mary Fran.

He graduated from Boston College in June 1972, enlisted in the Coast Guard on Aug. 21, 1972, and went off to Training Center Cape May. After only two weeks, he was transferred to Reserve Training Center Yorktown where he was a member of the last male-only Officer

Candidate School (OCS) class. He was commissioned in January 1973. He married Mary Fran shortly thereafter on Sept. 8, 1973.

Reporting to the First Coast Guard District's Reserve Division, he participated in the commissioning of augmentation-oriented Reserve units — the active duty Coast Guard and its reservists were now inextricably linked. In March 1976, LTJG Buckley reported to Captain of the Port (COTP) Philadelphia/Base Gloucester City where he assumed the duties of Marine Environmental Protection Officer in our nation's second largest petroleum port and was selected to be a Reserve Program Administrator (RPA). In September 1978, LT Buckley transferred to the Third Coast Guard District's Reserve Division where he served as Chief, Reserve Administration Branch; Chief, Reserve Training Branch; and Assistant Chief, Reserve Division. In July 1982, he was assigned to the Fourteenth Coast Guard District, where he served as Chief of the Reserve Section. LCDR Buckley was assigned to

MSO Baltimore in July 1986 as the Readiness Planner, and directed the Coast Guard security operations for a visit by President Reagan to Baltimore and a NATO conference in Annapolis, Md.

In July 1989, LCDR Buckley was transferred to Coast Guard Headquarters, where he served as Assistant Chief of the Reserve Management Division until 1994. As CDR Buckley, he served as Chief of the Reserve Program Branch, and took part in the decommissioning of most Coast Guard Reserve units and the implementation of integration under the "Team Coast Guard" total force concept. In March 1996, he was assigned as the first Chief of the Reserve Personnel Management Division in the Coast Guard

Personnel Command. In July 1997, CAPT Buckley returned to the Headquarters staff as the Chief of the Reserve Policy and Programs Division. From January 2001 to April 2003, he served as the Chief, Office of Reserve Affairs. After a retirement ceremony April 24, 2003 at Headquarters, he officially retired June 1, 2003. A history buff who reveled in presidential trivia, Buckley was also a lifelong Boston Red Sox, New England Patriots and Boston College fan. At the Headquarters' coffee mess, he was often overheard discussing last night's Red Sox, "Pats" or "B.C." game and lightheartedly



*Capt. Buckley, with CAPT Jane Hartley, and CAPT Doug Clapp at his retirement ceremony*

berating any nearby New York Yankees fans. Each year in March, when most people would be talking about the NCAA basketball Final Four, he would be excited about the "Frozen Four," the NCAA's hockey tournament, as well as the Beanpot Hockey Tournament in Boston.

For several years in the late 1990s and into the new millennium, he enthusiastically participated in the Coast Guard's 200-mile Tom's Run C&O Canal relay, named in honor of CWO4 Tom Brooks, who succumbed to Lou Gehrig's disease June 26, 2004. While Buckley served as Chief, Office of Reserve Affairs, his Tom's Run team was affectionately dubbed "Frank's Franks" (Run with the Wieners!) in his honor, a name he went along with in good humor.

Just two days before he died, Buckley attended what would be his last Coast Guard-related event — the USS SERPENS wreath laying at Arlington National Cemetery — held each Jan. 29 to commemorate the Coast Guard's worst single disaster during World



War II. At the 60th SERPENS commemoration in 2005, Buckley served as the event's keynote speaker. His words were hauntingly prophetic: "There are few occasions that prove the inadequacy of words more than a solemn ceremony such as today's ... yes, we are blessed to be here and honor the sacrifice of the men whose lives were suddenly extinguished 60 years ago today." Fittingly, this annual event combined two of his key interests — history and love of his Coast Guard.

"We closed the 2006 service by singing *Semper Paratus* together and my hand rested on CAPT Buckley's shoulder," said MCPO Mark Allen, a reservist who is president of the DC Chief Petty Officer Association chapter. "As the captain departed, I asked him to give my best to Mrs. Buckley. He replied with a grin, 'Only if you call her Mary Fran.' I sure am grateful we all had CAPT Buckley in our lives."

CAPT Buckley lived on Capitol Hill in Washington, D.C. with

Mary Fran, his wife of over 30 years. The Buckley's have a son, Sean, and daughter, Sara.

Fair winds, Captain, and following seas.

*A funeral Mass for CAPT Francis C. Buckley was held Feb. 6 at St. Joseph's Catholic Church, Woods Hole, Mass. A memorial service was also held at Coast Guard Headquarters Feb. 15 and memorial Mass on March 12 in Washington, D.C. Interment was at Massachusetts National Cemetery, Otis Air National Guard Base, Bourne, Mass.*

*Donations in lieu of flowers may be sent to Coast Guard Mutual Assistance, 4200 Wilson Blvd., Suite 610, Arlington, VA 22203-1804, 1-800-881-2461, or via the Web at: [www.cgmahq.org/contributions/frame.htm](http://www.cgmahq.org/contributions/frame.htm) or The Adams Memorial Foundation, 1776 I Street NE, Washington, D.C. 20006. Checks should be annotated "In memory of CAPT Francis C. Buckley."*



# CAROLYN TINCHER INGRAHAM

Jan. 17, 1951 – Jan. 22, 2006

**C**arolyn Tincher Ingraham, former Ombudsman-at-Large for the Coast Guard Reserve, and spouse of retired MCPO-CGRF George P. Ingraham, died peacefully Jan. 22, 2006 at her home in Hawaii after a two-year struggle with ovarian cancer. She was 55.

The daughter of Army Col. Awyn Tincher and Carolyn Belcher Tincher, Mrs. Ingraham was born in Ft. Leavenworth, Kan. Jan. 17, 1951. The family later moved to Los Altos, Calif., where Mrs. Ingraham graduated from high school in 1969. She was a 1973 graduate of the University of the Pacific in Stockton, Calif.

In addition to her husband, she is survived by her brothers; Cline Tincher of Houston, Texas, and Maxwell Tincher of Groveland, Calif.

Mrs. Ingraham began her medical career in 1975 as an X-ray technician at San Jose Hospital before graduating from the University of Nevada's Orvis School of Nursing in 1983, where she belonged to Alpha Chi Omega Sorority.

She returned to San Jose Hospital as a Registered Nurse in the Emergency Room/Trauma Center, eventually attaining the position of House Supervisor on the midnight shift. The Ingrahams were married on Feb. 27, 1988.

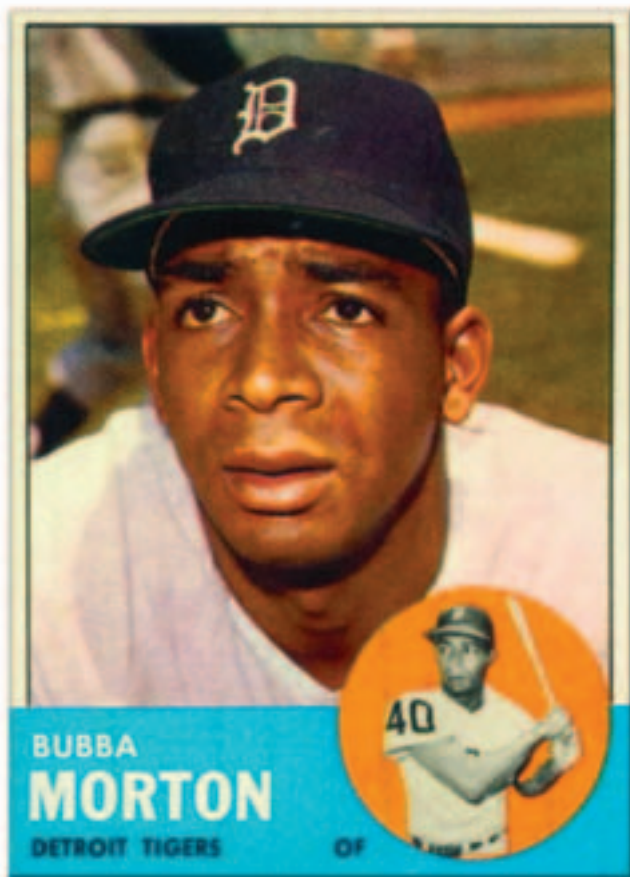
After her husband, a long-time Selected Reservist and

San Jose police officer in civilian life, was selected to serve as Master Chief Petty Officer of the Reserve Force in 1998, Mrs. Ingraham left nursing to accompany him to Washington, D.C. From 1998 to 2004, she was Ombudsman-at-Large for the Coast Guard Reserve, serving as an advocate and problem-solver for dependents of deployed Reservists and other military family members.

She also served on the Board of Governors of the National Military Family Association, the scholarship committee of the Daughters of the United States Army, conducted English classes for foreign military personnel assigned to Washington, D.C. and volunteered at the Fort Belvoir, Va. veterinary clinic.

Mrs. Ingraham, a gentle woman whose smile and compassion made others around her feel special, and for which she is sorely missed, was cremated in Kailua-Kona, Hawaii, where the Ingrahams built their retirement home. A memorial service will be held in San Jose, Calif. March 18 at 1 p.m. at the Hillside Church, 545 Hillsdale Avenue. Plans for a second memorial service in the Washington, D.C. area are pending.

Donations in lieu of flowers may be sent to the American Cancer Society or the Humane Society of the United States.



*CWO3 Morton's 1963 Topps baseball card*

# CWO3 WYCLIFFE “BUBBA” MORTON

## Dec. 13, 1932 – Jan. 14, 2006

**C**WO3 Wycliffe N. “Bubba” Morton, USCGR(Ret.), 74, Jan. 14, 2006, in Enumclaw, Wash.

Born Dec. 13, 1932, he was raised in Washington, D.C., attending Armstrong High School and Howard University. In 1955, he became the first African-American baseball player signed by the Detroit Tigers. In 1957, he became the first black player on the Durham Bulls in the then-Class B Carolina League, leading them to their first championship.

He was also a member of the Seattle Angels team that won the Pacific Coast League pennant in 1966. Morton, an outfielder, played in the major leagues from 1961-69, including stints with the Tigers, Milwaukee Braves and California Angels. During his 15-game tenure with Milwaukee in 1963, his roommate was Hall of Famer Hank Aaron.

In 451 games, Mr. Morton had a career .267 average with 14 home runs and 128 runs batted in. A prime pinch-

hitter, his best season was 1967 with the Angels, when he hit .313 in 80 games. He moved to Tokyo to play the 1970 season with the Toei Flyers.

In 1972, he became the first African-American to become head baseball coach for the University of Washington (UW). He also worked as director of boys' sports at the Bush School, and continued to work at Bush while also coaching at UW.

A long-time Seattle resident, he also worked as an engineer for The Boeing Company. His Coast Guard career included four years active duty from November 1949 to November 1953, and service as a reservist from June 1977 until his retirement in June 1993. He is survived by his spouse, Anne P. Morton; his former spouse, Audrey Farrar Morton; four children from his marriage with Audrey Farrar Morton: Michelle, Michael (wife Petra and their two children, Marcel and Brandon), Brian, and Brenda.

CWO3 Morton was buried at sea.



- **CAPT James W. Lowell, USCGR(Ret.),** 95, Dec. 22, 2005, in Knoxville, Tenn. His love for the sea started as a teenager when he served in the Merchant Marine. When World War II started, he enlisted in the Coast Guard, with most of his service on Coast Guard-manned Navy ships in the South Pacific. After World War II, he served in the Reserve and was President of Reserve Officers Association, Department of D.C. Coast Guard Chapter 4, and ROA National Vice President for Navy, along with many assignments to boards and committees. As a civilian employee for the Department of Defense, he was a training advisor for the Air Force. His hobby was cabinetmaking, and he made the conference table and trophy cabinet located in the ROA Headquarters' Coast Guard Room in Washington, D.C. He is survived by two sons and one daughter. Interment Veterans Cemetery, Knoxville, Tenn.
- **CAPT Peter L. Murphy Jr., USCGR(Ret.),** Jan. 13, 2006, in Beach Haven, N.J.
- **CAPT Robert M. Parks Jr., USCGR(Ret.),** Nov. 27, 2005, in Northridge, Calif. Survived by his spouse, Evelyn Parks; a son, Stephen.
- **CAPT Russell E. Sullivan, USCGR(Ret.),** Jan. 7, 2006, in Pensacola, Fla. Survived by his daughter, Heidi Nadolny. Interment Pensacola, Fla.
- **CDR Theron K. Davis, USCGR(Ret.),** Dec. 30, 2005, in Santa Rosa, Calif. Survived by his daughters, Fran Miller and Rosanne Denstedt. Interment San Rafael, Calif.
- **CDR Morey J. Doyle, USCGR(Ret.),** Jan. 18, 2006, Indianapolis, Ind. Survived by his five children. Interment Syracuse, Ind.
- **CDR Edward J. Stauber, USCGR(Ret.),** Feb. 3, 2006, in Winston-Salem, N.C. Survived by his spouse, Kathleen M. Stauber. Interment pending Duluth, Minn.
- **CDR Robert R. White Jr., USCGR(Ret.),** Jan. 17, 2006, in Altamonte Springs, Fla. Survived by his spouse, Mildred A. White; son, Thomas. Interment Florida National Military Cemetery.
- **LCDR Kenneth N. Morris, USCGR(Ret.),** Jan. 24, 2006, in Batesville, Ind. Survived by his daughter, Catherine Hamm. Interment Holton, Ind.
- **IVCS John L. Stritzinger, USCGR(Ret.),** Jan. 1, 2006. Survived by his spouse, Bonnie A. Stritzinger.
- **BMC Stephen J. Kenny, USCGR(Ret.),** Dec. 20, 2005, in Inverness, Fla. Survived by his spouse, Carol Ann Kenny.
- **MSTC Edward R. Twilley, USCGR(Ret.),** Dec. 16, 2005, in Fairhope, Ala. Survived by his spouse, Margaret R. Twilley.
- **PSC Robert B. Griffin, USCGR(Ret.),** Dec. 27, 2005, in Titusville, Fla. Survived by his spouse, Jenny Griffin.
- **SKC Richard A. Wilhelm, USCGR(Ret.),** Jan. 28, 2005. Survived by his son, Dean.
- **ET1 Saul Z. Polikoff, USCGR(Ret.),** Jan. 31, 2006, in Long Beach, N.Y. Survived by his spouse, Myrna Polikoff. Interment Farmingdale, N.Y.
- **PS1 Richard A. Carter, USCGR,** in Chula Vista, Calif. Survived by his spouse, Susan Carter; mother Debra Carter.

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# OAS

ORGANIZATIONAL ASSESSMENT SURVEY  
[WWW.USCG.MIL/OAS](http://WWW.USCG.MIL/OAS)

**THE ORGANIZATIONAL ASSESSMENT SURVEY IS  
YOUR VOICE TO THE COAST GUARD.**

**HELP SET THE COURSE FOR THE FUTURE.**



## BULLETIN BOARD

## In Brief

### • COAST GUARD ORGANIZATIONAL ASSESSMENT SURVEY (OAS) —

The 2006 OAS is available now — make your voice heard! The OAS collects critical input from the field to keep our leadership on the right course. To complete the survey, members should visit [www.paassessor.org/survey](http://www.paassessor.org/survey) and use the survey logon “CGOAS2006” and the password “CGOAS2006.” For more information, see ALCOAST 049/06 or contact Mr. Paul Redmond, 202-267-0571, E-mail: [predmond@comdt.uscg.mil](mailto:predmond@comdt.uscg.mil); Web: [www.uscg.mil/oas/](http://www.uscg.mil/oas/)



**• PS OCCUPATIONAL ANALYSIS (OA) —** All port security (PS) rated personnel are strongly encouraged to participate in the OA survey being conducted now through early April. The survey is available via the Internet at <http://www.mtisurv.com/ps>. A password was sent to each PS member's home email, work email, and home of record. See ALCOAST 002/06 for more details. Questions regarding the OA may be directed to the PS Rating Force MCPO at 202-267-0776, E-mail: [gsherrill@comdt.uscg.mil](mailto:gsherrill@comdt.uscg.mil).

**• SPARKS AWARD NOMINATIONS —** This annual award is presented by the Reserve Officers Association to the Coast Guard unit judged to be the most supportive of a totally integrated Coast Guard force, demonstrated by its effective use of Coast Guard Reservists. Nomination packages must be submitted to COMDT (CG-131) no later than May 12, 2006. For more information, see ALCOAST 061/06 or contact LTJG Greg Reilly, 202-267-0192, E-mail: [greilly@comdt.uscg.mil](mailto:greilly@comdt.uscg.mil)

### • PSC HURRICANE KATRINA TRAVEL AUDIT TEAM —

Personnel Service Center (PSC) Travel Branch has established an audit team dedicated to reviewing all evacuation and responder travel claims. Due to the uniqueness of Hurricane Katrina, the decision was made to pay all claims up front with the understanding that a complete post-payment review would be done at a later date. This allowed PSC to expedite the process and provide the most prompt payment of travel entitlements to members and their dependents. The audit team will be reviewing all travel claims to ensure members were fully and accurately paid while ensuring proper documentation such as original orders, original travel claims and required receipts have been received. If a discrepancy is discovered or additional documentation is required, a member of the audit team will request necessary information from members. Customer inquiries may be directed to the PSC Customer Care Branch at 785-339-2200/toll free 1-866-772-8724; E-mail: [PSCCustomerCare@hrsic.uscg.mil](mailto:PSCCustomerCare@hrsic.uscg.mil) or by completing the web form at <http://www.uscg.mil/hq/psc/customerservice.shtm>



**• SUMMERSTOCK 2006 —** Summerstock is an excellent opportunity for fully qualified boat crew members to work at Coast Guard stations on the Great Lakes. It's also ideal for students and teachers seeking full-time summer employment. There are 34 total

billets available: Sector Buffalo (11); Sector Grand Haven (four); Sector Lake Michigan (13); Sector Detroit (six). For more information, contact YNC Patricia Feeney, D9(dre) at 216-902-6095; Fax: 216-902-6098; E-mail: [patricia.feeney@uscg.mil](mailto:patricia.feeney@uscg.mil)



### • TRICARE RESERVE SELECT (TRS) PREMIUM INCREASE —

TRS premiums for 2006 have increased to \$81 per member coverage and \$253 for TRS member and family coverage. TRS is offered to reservists who serve or served continuously on active duty for at least 90 days in support of a contingency operation since Sept. 11, 2001, and who commit to continued service in the SELRES. For more information on TRS, see Issue 4-05 (page 42) and/or the TRICARE Web site: <http://www.tricare.osd.mil/reserve/reserveselect/index.cfm>

**• 2006 DENTAL PREMIUMS INCREASE —** The 2006 rates for TRICARE dental premiums became effective Feb. 1. Selected Reserve monthly premiums are as follows: sponsor only is \$10.51, a single-family member, excluding sponsor is \$26.27, the multi-family, excluding sponsor is \$65.69, and the multi-family with sponsor is \$76.19. For more details on the TRICARE Dental Plan (TDP) visit <http://www.tricaredentalprogram.com>

**• SAIL ABOARD CGC EAGLE IN 2006 —** The CGC EAGLE will sail on its annual cadet training cruise from April 28 to Sept. 1, 2006. EAGLE's primary mission during this deployment is to train future Coast Guard officers at sea. To sail on America's Tall Ship is a memorable experience and an opportunity to help shape and train the future leaders of our Coast Guard. Volunteers are needed in the following ratings to augment the ship's permanent crew: BM, DC, FS, HS, IT, MK, PA. Additionally, one CPO is needed to serve as Master-At-Arms. Active duty or reserve personnel (male or female) may apply for all or any portions of this deployment. However, preference is given to those qualified personnel who volunteer for longer periods. Interested PACAREA personnel should contact YN1 Kahoonei at 510-437-3517; interested LANTAREA personnel should contact CWO Hargrove at 757-628-4496. An alternate application method is to access the following Coast Guard Web site and submit a TDY application form; be sure to include CGC EAGLE in the "Unit/Assignment Desired" block: <http://webapps.mlca.uscg.mil/pdiv/forceops/volunteers/default.cfm>

**• U.S. NAVY MEMORIAL —** Now through the end of July 2006, all members and veterans of the Sea Services can enroll in the U.S. Navy Memorial's Navy Log without charge or obligation. The U.S. Navy Memorial, located on Pennsylvania Avenue in Washington, D.C., is a national memorial to those who served, and are serving, in America's Sea Services — Navy, Marine Corps, Coast Guard and Merchant Marine. The heart of the U.S. Navy Memorial is the Navy Log, the permanent public registry where Sea Service members and veterans can record their service information. Family members and friends can record service information for veterans who are deceased or those who are unable to record their own information. To enroll you or your family members simply visit: [www.lonesailor.org](http://www.lonesailor.org). For more information, contact the Navy Log Department of the U.S. Navy Memorial, at 1-800-NAVY LOG (1-800-628-9564).

# Senior Enlisted Academies

• **RESERVE CPO ACADEMY** — This two-week academy is highly recommended for Coast Guard Reserve senior enlisted personnel. E7, E8, and E9 may attend. For all CPOs advanced after Jan. 1, 1999, it's a professional requirement for advancement to E-8. Located at TRACEN Petaluma, Calif. Web site: <http://www.uscg.mil/hq/tcpcet/cpoa/index.shtm>

• **NAVY SENIOR ENLISTED ACADEMY** — This six-week course is for those desiring to further their professional leadership development skills, especially those in silver and gold badge positions. E8 and E9 may attend. Located in Newport, R.I. Web site: <https://www.npdc.navy.mil/cnl/sea/default.asp>

• **AIR FORCE SENIOR NONCOMMISSIONED OFFICER ACADEMY** — This 7.5-week high profile academy will contribute

significantly to your professional development and motivation as a senior enlisted leader. Each class consists of 430 top-rated senior enlisted leaders from all branches of the United States and the Foreign Allied Armed Forces. E7, E8 and E9 may attend. Located at Maxwell AFB, Montgomery, Ala. Web site: <http://www.maxwell.af.mil/au/cepme/sncoa/>

• **CG COMMAND SENIOR ENLISTED ACADEMY** — This two-week academy is for those who are in or heading to a command chief position (silver or gold). E7, E8 & E9 may attend. Located at the CG Academy, New London, Conn. Web site: <http://www.cga.edu/lcd/secmc/seniorenlistedemccourse.htm>

*For more information on class dates and eligibility requirements, contact the Reserve Senior Enlisted Leadership Academies Liaison, MCPO Mark Allen, at 202-267-6235; E-mail: [mallen@sgt-inc.com](mailto:mallen@sgt-inc.com)*

## Upcoming Events

### MARCH 2006

• **CAPT DOROTHY STRATTON'S 107TH BIRTHDAY** — You read that right! The first Director of the SPARs (Coast Guard Women's Reserve) celebrated her 107th birthday on March 24, 2006! To ensure privacy, please send birthday greetings to: CAPT Dorothy Stratton, c/o CAPT Jeanne Gleason, 5405-C Connecticut Ave., N.W., Washington, D.C. 20015-2705. You may also send her an e-birthday greeting (type "Happy Birthday" in Subject Line) to: [stepd574@aol.com](mailto:stepd574@aol.com)

### APRIL 2006

• **COAST GUARD MUTUAL ASSISTANCE** — The 2006 campaign kicks off April 1 and runs through April 30. Reservists will be contacted during the campaign. However, contributions may be made at any time. For information, call 1-800-881-2462; Web: <http://www.cgmahq.org/>. See related article in this issue.

• **26th ANNUAL ASSOCIATION OF NAVAL SERVICES OFFICERS SYMPOSIUM** — April 4-8, 2006, Merchant Marine Academy, Great Neck, N.Y. This year's theme is "Hispanic Americans: Strong and Colorful Threads in the American Fabric." For more information, contact LT Michael Files, 917-299-8122; E-mail: [filesm@cnrc.navy.mil](mailto:filesm@cnrc.navy.mil); Web: <http://www.ansomil.org/>.

• **CWOA NATIONAL CONVENTION** — April 19-22, Comfort Inn Hotel & Conference Center, Bowie, Md. Contact Ed Swift, CWOA Administrative Office, c/o James Creek Marina, 200 V St. SW, Washington, DC 20024; 202-554-7753; E-mail: [cwoauscg@aol.com](mailto:cwoauscg@aol.com)

### MAY 2006

• **RETIREMENT CEREMONY** — For CWO4 Michael McCormick, MSTCS Steve Jones and MST2 Steve Carlson, Saturday, May 13, 2006, 11 a.m. at Sector San Diego's bell. Please RSVP to CWO4 Michael McCormick, 858-270-5438; E-mail: [m2mj@cs.com](mailto:m2mj@cs.com)

• **COMMANDANT'S CHANGE OF COMMAND** — Thursday, May 25, 11 a.m., Fort Lesley J. McNair, Washington, D.C. (next door to Coast Guard Headquarters). For information, contact the ceremony project officer, LCDR Sandra Miracle, 202-267-0477, E-mail: [smiracle@comdt.uscg.mil](mailto:smiracle@comdt.uscg.mil).

### JUNE 2006

• **USCG INNOVATION EXPO** — June 26-28, Tampa Convention

Center, Tampa, Fla. The theme for Expo 2006 is "Preparedness – International, Federal, State, Local and Private Partnerships to Achieve Domain Integration". For more information see ALCOAST 084/06 or contact CDR Jay Hawthorne, 202-267-2771 or Mr. Fred Hooghouse, 202-267-2130. Both may be reached via E-mail at [innovation@comdt.uscg.mil](mailto:innovation@comdt.uscg.mil). Web (under Meetings and Events): <http://www.ndia.org/>

### JULY 2006

• **2006 COAST GUARD INVITATIONAL GOLF TOURNAMENT** — Start planning now! The Headquarters' sponsored 2006 Coast Guard Invitational Golf Tournament is scheduled for July 5-8, 2006 at "The Homestead" in Hot Springs, Va., ranked among the world's finest golf and spa resorts. The tournament package includes three nights of lodging, four rounds of golf (on three different courses), and two banquets. Open to all active duty, reserve, retired, auxiliary, and civilian personnel of the Coast Guard as well as their dependents and guests. Sign-up deadline is April 28, 2006. For more information, see COMDTNOTE 1710 at [www.uscg.mil/ccs/cit/cim/directives/CN/CN\\_1710\\_2005\\_11\\_21.pdf](http://www.uscg.mil/ccs/cit/cim/directives/CN/CN_1710_2005_11_21.pdf) or contact Dr. Mike Parnarouskis, (703) 368-7049; E-mail: [mikep1121@comcast.net](mailto:mikep1121@comcast.net)

• **ROA NATIONAL CONVENTION** — July 19-22, San Antonio, Texas, Marriott Rivercenter. Contact Reserve Officers Association, 1 Constitution Ave. N.E., Washington, DC 20002; 202-479-2200; Web: <http://www.roa.org/>

• **COAST GUARD FESTIVAL** — July 28-Aug. 6 in Grand Haven, Mich., Coast Guard City, USA! For all current and former Coast Guard men, women, SPARs, auxiliarists, reservists and civilian employees. Parade, birthday picnic and fireworks are Saturday, Aug. 5. Reunion groups are welcomed and accommodated. For information, contact: CDR M.J. Smith, USCG(Ret.), U.S. Coast Guard Festival Inc., 113 N. Second St., Grand Haven, MI 49417; 616-846-5940; 1-888-207-2434; E-mail: [cgfexdirector@chartermi.net](mailto:cgfexdirector@chartermi.net); Web: <http://www.ghcgfest.org/>.

### AUGUST 2006

• **38th ANNUAL COAST GUARD CHIEF PETTY OFFICERS ASSOCIATION ANNUAL CONVENTION** — Aug. 14-18, Marriott Center, Indianapolis, Ind. The convention chairman is CWO William Giessman, USCGR(Ret.). When making reservations make sure to mention the CPOA. Web: [http://www.uscgcpoa.org/2006\\_annual\\_convention.htm](http://www.uscgcpoa.org/2006_annual_convention.htm)

## RECRUITING UPDATE

# Reserve Recruiting Initiative

By LT Tom Gwilliam, Commandant (CG-1313)

Recruiting for the Coast Guard Reserve has unique challenges. While active duty recruits come from a multitude of geographic locations and can be assigned virtually anywhere, reservists usually perform drills within close proximity to their residence. Units are required to fill their Reserve Personnel Allowance List from a finite pool of candidates that live within a reasonable commuting distance (usually within 100 miles) from a Coast Guard unit. This poses a significant challenge for the Coast Guard Recruiting Command (CGRC) to meet its Reserve recruiting goals.

Geographic constraints have always posed a major hurdle in meeting annual Reserve recruiting targets. In order for CGRC to attain its annual accession goals, the Reserve recruiting policy and process had to be changed. ALCOAST 622/05 incorporated significant changes to dissipate the effects of geography on the Reserve recruiting process. By implementing this initiative, CGRC will be focused more effectively by targeting recruiting to specific regions.

The FY06 accession plan, signed in September 2005 by RADM Ken Venuto, Assistant Commandant for Human Resources (CG-1), established the overall target for this year's Reserve enlisted accession mission. The overall target was then passed down to CGRC for action. However, instead of recruiting equally throughout the country to meet the overall goal, the CGRC was given a Geographic Recruiting Target List (GRTL). CG-1 developed the GRTL as a guide specifically to assist CGRC to recruit for specific geographic regions. This document serves as the backbone for the entire Reserve Recruiting Initiative. It is based upon the difference between the total number of RPAL billets at a unit and the number of members assigned to it. Lastly, attrition is factored in and the result is the recruiting goal for each recruiting office.

Other fundamental changes incorporated in the Reserve Recruiting Initiative include updated processes for assignments and rate determinations. Applicants will now fill out an Assignment Data Worksheet [www.uscg.mil/hq/psc/forms/psc2002.pdf](http://www.uscg.mil/hq/psc/forms/psc2002.pdf) (commonly known as the ADC) at the recruiting office. This document is forwarded to the applicable ISC(pf) for processing. The ISC(pf) will assign the applicant within 14 days of receipt. If an assignment cannot be

## Selected Reserve Bonus Matrix

(Updated Feb. 1, 2006)

### Initial Enlistments (RP, RK, RX, RA):

Effective Immediately Until Further Notice  
Half paid upon completion of IADT and half paid one year later  
ALCOAST 056/06

#### Six-Year SELRES Enlistment:

Rate	Max Bonus Amount
MK	\$6,000
MST	\$6,000
OS	\$6,000
Any other rate	\$0

### Prior-Service Enlistments (RQ):

(Greater than 7 yrs 9 months but less than 13 yrs service)

Effective Immediately Until Further Notice  
Half paid upon completion of IADT and half paid 1 yr later  
If no IADT required - 1<sup>st</sup> half paid upon completion of 1<sup>st</sup> drill  
ALCOAST 056/06

#### Six-Year SELRES Enlistment:

Rate	Max Bonus Amount
BM2 or above	\$8,000
MK2 or above	\$8,000
MST2 or above	\$8,000
OS2 or above	\$8,000
Any other rate	\$0

#### Three-Year SELRES Enlistment:

Rate	Max Bonus Amount
BM2 or above	\$4,000
MK2 or above	\$4,000
MST2 or above	\$4,000
OS2 or above	\$4,000
Any other rate	\$0

### Reserve Affiliation Bonus (RJ or RN):

Effective immediately until further notice  
For members with remaining Military Service Obligation and no obligation for to drill - 4 yrs max.  
Half paid upon affiliation and half paid one year later  
If member does not have full year remaining, bonus pay is equivalent to \$200 per full month  
Members not in a critical rating (BM, MK, MST, OS) are highly encouraged to lateral to one  
ALCOAST 056/06

Rate	Max Bonus Amount
BM2 or above	\$2400 per year/\$9,600 max
MK2 or above	\$2400 per year/\$9,600 max
MST2 or above	\$2400 per year/\$9,600 max
OS2 or above	\$2400 per year/\$9,600 max
Any other rate	\$0

\* This chart updates and replaces the one published in Issue 6-05, Page 42. For more info, contact LT Tom Gwilliam, 202-267-0625, [tgwilliam@comdt.uscg.mil](mailto:tgwilliam@comdt.uscg.mil)

given, the ISC(pf) will forward the request to Reserve Policy and Programs (CG-131) for verification and tracking purposes. All rate determinations will be sent to the rating force master chiefs via CGRC and acted upon within 14 days of receipt. The rating force master chiefs will make all decisions relating to rate determinations. This will help to standardize the flow of prior service members into the enlisted ranks as the ISC(pf) offices are no longer involved with the rate determination process.

By incorporating these policy and process changes, CGRC is better equipped to meet the Reserve recruiting goals, the assignment and rate determination process is standardized, and the incoming member has visibility on everything that is available within the reasonable commuting distance.

## EDUCATION BENEFITS

## Education Benefits for Activated Reservists

Program	Reserve Educational Assistance Program (Chapter 1607 of Title 10 USC)			Montgomery G I Bill - Selected Reserve (Chapter 1606 of Title 10 USC)	Montgomery G I Bill - Active Duty (Chapter 30 of Title 38 USC)
<b>Eligibility Requirements</b>	Must be mobilized for at least 90 consecutive days iso contingency ops & return to the component of Ready Reserve from which you were mobilized (e.g. Mobilized SELRES mbrs must return to SELRES, Mobilized IRR mbrs must return to IRR or SELRES).			Must have 6-yr SELRES obligation. For officers, 6-yr obligation is in addition to any other current obligation. You must participate satisfactorily in SELRES for entire 6-yr obligation & must have high school diploma/ equivalency before applying for benefits.	Must enter AD for first time after 30 June 85 & serve continuously on AD for 3 yrs, OR 2 yrs if that is what you first enlisted for, OR 2 yrs if you entered the SELRES within a yr of leaving AD & served 4 yrs ("2 by 4" Program).
<b>Mbr Cost</b>	\$0			\$0	\$1,200
<b>Entitlement</b>	36 months of benefits			36 months of benefits	36 months of benefits
<b>Monthly Payments (01Oct05)</b>	90-364 Days (40% of MGIB-AD)	365-729 Days (60% of MGIB-AD)	730+ Days (80% of MGIB-AD)		
<b>Full Time Study</b>	\$413.60	\$620.40	\$827.20	\$297.00	\$1,034.00
<b>3/4 Time Study</b>	\$310.20	\$465.30	\$620.40	\$222.75	\$775.50
<b>1/2 Time Study</b>	\$206.80	\$310.20	\$413.60	\$148.50	\$517.00
<b>1/4 Time Study</b>	\$103.40	\$155.10	\$206.80	\$74.25	\$258.50
<b>TA "Top Up" Authorized?</b>	No, but TA can be used as well.			No, but TA can be used along with MGIB-SR for 1/2 Time Study or greater.	Yes
<b>When are benefits terminated?</b>	Upon demobilization if mbr does not immediately return to component of Ready Reserve from which they were mobilized, or mbr enters either a lower status of Ready Reserve (i.e. SELRES to IRR) or mbr leaves Ready Reserve entirely.			14 yrs from Basic Eligibility Date; or upon mbr's failure to participate satisfactorily; or date mbr leaves SELRES, or date mbr fails to reaffiliate with SELRES after authorized absence from SELRES (e.g. ADSW or religious missionary obligation)	10 yrs from date of last AD performed. If mbr leaves AD & joins SELRES, 10 yr clock is reset if mbr spends 90 or more consecutive days on AD. If more than 10 yrs since last period of AD, eligibility is restored if reservist spends 90 or more consecutive days on AD & has benefit remaining.
<b>If benefits are terminated, how can they be reinstated?</b>	Mbr can regain eligibility after leaving qualifying status in Ready Reserve by being re-mobilized for at least 90 consecutive days & then remaining in qualifying status. For example, mbr mobilized from SELRES for more than 90 days who returns to IRR would lose benefit; however, if person were mobilized again from IRR for period of 90 or more consecutive days they would regain eligibility.			Mbr may regain eligibility following period of satisfactory service if they were released from SELRES for valid reason such as AD, ADSW-RC, ADSW-AC, or IRR for hardship & they reaffiliate with SELRES within one yr (or within three yrs for a religious missionary obligation) & are still eligible for educational assistance under MGIB-SR.	N/A. Benefits cannot be reinstated.
<b>Guidance</b>	CG - ALCOAST 045/06			CG - COMDTINST 1001.30E	CG - COMDTINST 1760.9A
	DOD - <a href="http://www.gibill.va.gov/">http://www.gibill.va.gov/</a>			DOD - DODI 1322.17	DOD - DODI 1322.16

NOTE: Mbr may be authorized to receive benefits under all or some of the above programs, however, total number of benefit months received cannot exceed 48. For example, mbr eligible for all 3 programs who used 36 months of Chapter 30 benefits & 10 months of Chapter 1606 benefits prior to becoming eligible for Chapter 1607 benefits has only 2 months of benefit entitlement remaining. The mbr would need to choose between using 2 months of Chapter 1606, two months of Chapter 1607, or one month of both before reaching 48 month cap.

# Retirements

## RET-1 (Retired With Pay)

### JANUARY 2006

CAPT Stephen E. Hart  
CAPT Charles H. Maguire Jr.  
CDR William J. Gehrke  
LCDR Darrell H. Divito  
LCDR Daniel L. Germond  
LCDR Richard C. Walker  
CWO2 Michael E. Ferrick  
IVCM Ronald N. Lekos  
MKCS William E. Collette  
MSTCS Roy H. McKinney  
MKC John P. Kosior  
MKC Augusta W. Smith  
MSTC Michael D. Goldsby  
PSC Michael P. Haakensen  
PSC Randy L. Plain  
DC1 Gary W. Mark  
EM1 Richard A. Coffman

ET1 Joseph Nicholson  
FS1 Richard D. Burgin  
FS1 Michael R. Owen  
YN1 George L. Giles  
BM2 Thomas J. Kayser  
FS2 Wayne E. Tibbetts  
HS2 Jacqueline E. Morgan  
MK2 Ronald F. Sauers  
BM3 Gordon J. Bryson  
PS3 James M. Pack

## RET-2 (Retired Awaiting Pay)

### SEPTEMBER 2005

BM2 William A. Weghorst, D1

### JANUARY 2006

CAPT Donald F. Karol, MLCPAC  
CDR Christina L. Myers, D7  
CWO3 Mary F. Purfeerst, MLCPAC

ETCM William P. Manly, D13  
OSCM James L. Caldwell, MLCLANT  
HSCS Gregory T. Kaszubowski, MLCLANT  
PSCS Leon F. Artac, D11  
BMC Anthony G. Boudouin, D11  
IVC Raymond E. Channel, D8  
MKC Randall E. Johnson, CGPC  
PSC Lynn C. Wunderlich, CGPC  
SKC Helen J. Walden, USCG Academy  
BM1 David R. Kurowski, LANTAREA  
BM1 Joseph P. Sessions, D5  
IT1 Stanley J. Babischkin, TC Yorktown  
IV1 Gary A. Hulegaard, PACAREA  
MK1 Darryl D. Bowerman, D9  
MK1 Julian V. Ford, TC Yorktown  
MK1 Paul R. Heinemann, CGPC  
MK1 Thelbert C. Oglesby, D8  
YN1 Susan A. Glenn, MLCLANT  
SK2 Stephen R. Bargar, D7

*Source: Ms. Lynn Couch,  
Personnel Service Center (RAS)*

*YNC Mary Fulcher, right, receives an official DHS coin at her Feb. 16 retirement luncheon from retired CAPT Eric Fagerholm, left, while VADM Thad Allen, Coast Guard Chief of Staff, looks on. Fulcher retired from the CGR after a long career that began in 1966.*



Photo by CWO2 Ed Kruska, USCGR



Photo by BMC Wayne Lake

*Three reservists were honored at a joint retirement ceremony at Sector Baltimore Dec. 17. Left to right: MSTCM Arthur "Skip" Isaacs, BMCS Russell Lindblad, PSC Michael Gough while CAPT Curt Springer of Sector Baltimore looks on.*

# Leadership as a Verb

**A**ccording to Webster's Dictionary, a verb is "any of a class of words expressing action." From my way of thinking, leadership is a verb. In other words, leadership means making "IT" happen, whatever it may be. It's about action — taking action — moving!

Of course, with leadership comes responsibility, and with responsibility comes accountability. They go hand in hand. When you delegate a task to a subordinate, you are going to hold him or her accountable and you must give him/her the responsibility to complete the task. MCPO Kirk Murphy, D7 Reserve Command Master Chief, wrote on the accountability aspect in Issue 6-05. I won't waste space discussing it since he covered it so well.

You are responsible for everything your crew does, or fails to do. Rarely is there a quicker way to lose the trust, respect, and confidence of subordinates than to shift blame to them when you are in trouble. Alternatively, there is probably no truer test of loyalty than the visible willingness of a leader to stand up and take responsibility for the unit when things go wrong. If you don't know what is going on, it's your fault, not theirs. A subordinate is your responsibility, not your excuse. Take care of your people.

The beginning basic to taking care of your people is to know every important fact about each of your crew: birthdays, hometown, family members' names and other personal data. When you take responsibility for your people, you will begin to earn their trust, confidence and respect. General Patton once said, "Men are inspired by the personal interest and consideration of their commander more than by any other factor and, once they have become inspired, they will follow a leader into the most difficult situations."

There are three basic types of leadership style: authoritarian (autocratic), participative (democratic), and laissez-faire (free reign). Although most good leaders use all three styles when appropriate, one of them becomes the dominant one. Leaders that use all three are using "situational leadership." Regardless of the style used, successful leaders are the ones who actually do what they say they are going to do. They are not necessarily the ones with the greatest vision or the most sparkling personalities.

Leadership also means not taking your eye off the goal and getting "IT" done. It means you must not think in terms of who gets the credit or who gets the blame, or if someone's feelings are getting hurt in a particular situation. It simply means getting "IT" done. If you have to come up with creative answers to a problem or task, lean forward on your initiatives, lead it, influence it, but remember to take responsibility for the outcome of those creative ideas.

In our actions dealing with our crews, we must be able to form a team, a cohesive group that works together toward a common goal. You as a leader set that tone. You have to develop that cohesive

team effort. Success of a unit, especially a unit with reservists, is personality driven. Reservists frequently have non-monetary motives for being in the Reserve. Patriotism is one reason but they also like having an added dimension to their life. It makes it terribly important to have a leader that they can look up to, believe in and who makes them want to stay in the Reserve.

You must strive for personal excellence and be visible to the people you are leading. Make your objectives and expectations clear by

showing what is possible. Train until each individual reaches his/her full potential, and impress on your people how their



personal commitment to meeting or exceeding the standards is critical to overall success. If you are a supervisor, do the dirty work alongside your crew. Those hours spent 'in the bilges' with your people will make you visible and human to your crew. It will also make it clear to them that even the most basic jobs are important and not beneath anyone. Leadership is about maintaining a delicate balance between pushing and guiding. The genuine leaders mentor. They guide. They set examples. They mediate, and they adjudicate when necessary. They make decisions. But, whatever else they do, they do not merely command — they lead. The leader is also a coach and a teacher with regards to the training of his/her replacement. The Coast Guard has no place for empire

building, fiefdoms, not sharing information or not training subordinates. Your service to our country should be based on service above self, not self-service. Effective leadership is inspiring. A leader is a catalyst that does not force change, but enables change in the unit and the crew, and within the individual member.

Finally, the most basic quality of good leadership is character — an individual's moral excellence and distinguishing ethical integrity. Character, above all, is what allows leaders to be entrusted with the youth of the nation. Perhaps Henry David Thoreau summed it up best when he said: "Society does nominally estimate men by their talents — but really knows them by their character. It comes down to the fact that men and women are willing to follow someone they trust, someone who will treat them fairly, and someone who in turn will be honest with them."

***"Leadership is about maintaining a delicate balance between pushing and guiding. The genuine leaders mentor. They guide. They set examples. They mediate, and they adjudicate when necessary. They make decisions. But, whatever else they do, they do not merely command — they lead."***

**By MCPO Neil Holmdahl, USCGR  
Reserve Command Master Chief, PACAREA  
mholmdahl@pacarea.uscg.mil**

WASHINGTON, D.C. (Feb. 17, 2006) – The Coast Guard Reserve's 65th birthday was celebrated in the Headquarters cafeteria. Cutting the cake, left to right: RADM Sally Brice-O'Hara, Director of Reserve & Training; MCPO Jeff Smith, Master Chief of the Coast Guard Reserve; VADM Terry Cross, Vice Commandant.  
Photo by Mr. Chris Rose



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